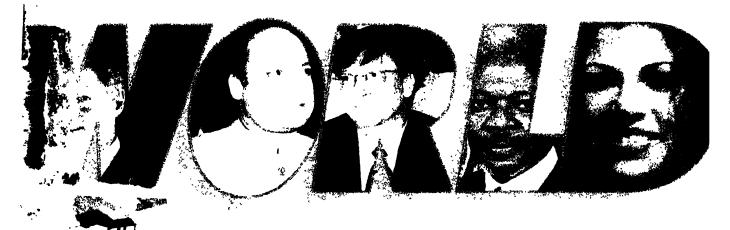
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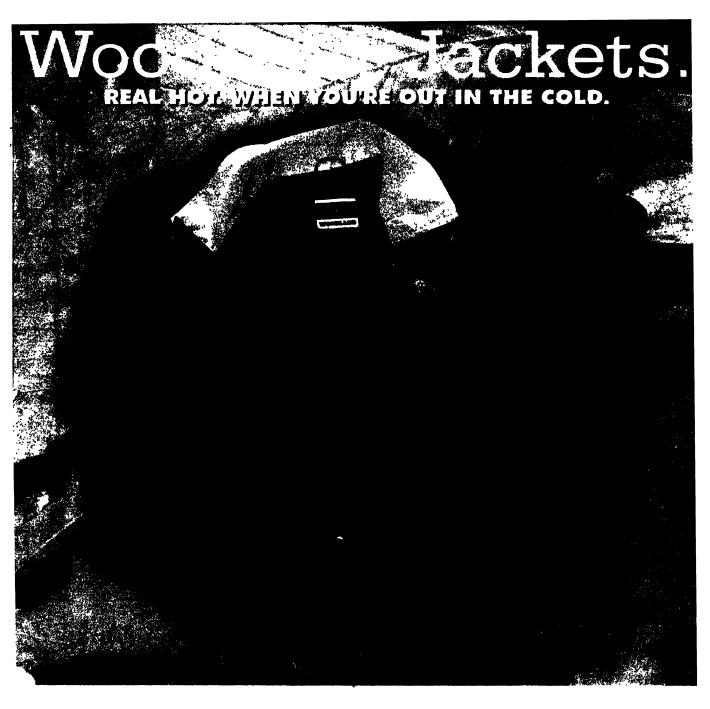
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Vol. XXXV No. 7

CSR

January 1999

**EDITORIAL** 

Think You Can And You Will Win ...13

1 L'ADERS

INDIA: In Retrospect And Prospect ...15 THE WORLD: In Retrospect And Prospect ...16

SPORTS PLUS

Sports Round-Up ...164

CSR SPFCIAL

World Press ...31 BBC: The Complete Mastermind ...36

How To Make Successful Decisions

-Alison Hardingham ...115

Tourism Management Entrance Examination, June 1998, Conducted by Indian Institute Of Tourism & Travel Management (IITM), Gwalior (Ministry Of Tourism, Government Of India) ...119 Studying Abroad: Quality Courses, Great Future ...127

General Knowledge Encyclopedia ...151 Descriptive Type Test: For Bank Probationary Officers' Examinations ...157

PERSONALITY PLUS

Young Designers Create Young Fashions For 1999 ...55 Indian Beauty Products Come Of Age ! ... 113

GINERAL KNOWLEDGE

India ... 19. The World ... 25 Indian National Movement ---Mr. K.K. Bhardwaj ...47 Constitution Of India ... Dr. M.V. Pylee ...50 Who... What ... When ... Where ... Why ... 54 Latest In General Knowledge ... 131 Expected Questions-Madan Lal ...145

Persons And Places In News ... 162 NOTES IN PERSONALISTS HAVE

Facing The Interview Board ...43 Words Have Power

-lmprove Your Personality ...46 Group Discussion ...123

SPECIAL SECTION AND AND ASSESSED ASSESSED.

IAS Toppers Talk To You -Mr. Vikas Garg, IAS Support & Encouragement Essential ...39 My Personality Test ...40, My Biggest Mistake ...40

CSR COLD AWARDS 99

Super Brain Super Personality Contest Announcement ...112

GINTRAL INGLISH

Word Power ...140

COLOUR TEATURES

1999 Calender Featuring Kajol ... 142 Linor Abargil, Miss World '98 ... 166

ITATURES

Careers & Courses ...35 Competition Opportunities ...154 Memory Retention Contest ... 154 Letters ...161

**FREE BOOKLET** 

998: Current Affairs: A Flashback ...59



Jyotirmoyee Sikdar : p. 164



Linor Abargil, Miss World: p. 166



1998 : A Flashback : p. 59



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# INDIA In Retrospect And Prospect

Perhaps the tensile strength India has been famous for through the ebb and tide of history must have worked as clixir of sorts to help the country tide over one trauma after another during 1998. Crises and trials are as much part of an individual as of a nation, and a nation of nearly a billion people nurtured on a vast diversity of socio-econonic backgrounds, cultural differences and several other centrifugal factors has the inbuilt stamina to come off with flying colours, unscathed, by a succession of shocks. Analysts inured to mull over the dark spots of a nation, which still carries the heavy baggage of colonial past and a fragmented kalcidoscope of invasions from far and near, can hardly perceive the radiant roses in December beyond the thorns.

The so-called developed world would dismiss India as harbouring the largest

number of illiterates in the world. Millions in India's backward villages may still not be able to read and write. But when it comes to decide their political future, they can firmly decide which party and individual they should vote for. The beginning of the year saw yet another fall of a government at the Centre and yet another mid-term election. The election was a kind of referendum and India's electorate, comprising the illiterate as well as literate, know well to sieve the grain from the chaff. And they refused to give a uniform verdict. The BJP, the bugbear of most political parties, received a clear mandate to govern, but not without a mixed bag of surprises, they stormed bastions usually reckoned as traditionally anti-BJP and lost boroughs they thought they could get for a song. The fallouts from Tamil Nadu and Rajasthan, for instance, were at once a stimulating tonic and a bitter brew.

None could stop the triumphal march of the BJP to the ramparts of the Red Fort in New Delin. But for the redoudtable Mr. Atal Isehari Vajpavce, it was a perilous trapeze act of a novice acrobat. Novice though he may have been, the veteran parliamentarian, schooled in the trials of Indian politics, knew how to steer his ship through the choppy waves every time one or the other of his crew chose to revolt, slowing or jeopardising the voyage. He knew as captain that the safety of all passengers rested on him and any indiscreet step in dealing with the rebellious crew members would only bring disaster for all. He kept his cool as Ms. Jayalalitha indulged in her periodical temper tantrums, as Samata Party wanted Mrs. Rabri Devi on a platter and as the Akalis threatened to walk out over Uddham Singh Nagar issue.

Few can blame Mr. Vajpayee for all the ills inherited from over 50 years of rule by the Congress and other hotchpotch patch-ups. When the voyage is slowed down by the very crew supposed to support the captain, one can't biame the captain for not looking after the amenities and the basic needs of the passengers. Still he took care to find a solution to the chronic Canvery River Water



Atal Behari Vajpayee Prime Minister of India

Dispute and got his Government working on the recommendations of the task forces on information technology, infrastructure and tourism.

Pokhran II has been an acid test for India that had its own compulsions to go nuclear, threatened as it was by a hostile environment and an unsympathetic West, particularly USA, that was quick enough to impose sanctions against India. India took the hostile reaction in its stride, prepared to face any inconvenience since national security was her primary concern. Almost the entire nation, irrespective of party affiliations, rallied round the Government; both a resilient economy and a brave people braved the sanctions and an intemperate criticism with equanimity.

The nation was convulsed by eruptions of militancy in the North-East and the targetting of areas other than

the Kashmir Valley as soft targets of ISI-sponsored terrorism. In the north, Himachal Pradesh and Jammu bore the brunt and, for the first time, terrorists, in connivance with Al Umma, struck at Coimbatore and a few other places in Tamil Nadu and Kerala, giving a new dimension to the outreach of transborder terrorism.

Corruption and criminalisation of politics saw new frontiers when a political fixer like Romesh Sharma was trapped in the dragnet of law enforcing authorities; Sharma was the henchman of Dawood Ibrahim, planted in Delhi to undertake anti-national activities in the Capital and its neighbourhood. The Bihar Government was still under the remote control of Mr. Laloo Yadav operating from either the posh IPS mess or the Fatna Central Jail. The State of Bihar was still on trial under Laloo's rule by proxy and President's Rule could not be imposed in the State for different reasons.

In exercising his powers as President in respect of Article 356, President Mr. K.R. Narayanan refused to be a 'rubber stamp' President in the now famous classic cases of UP and Bihar. Mr. Narayanan apart, the nation was thrilled by the extraordinary feats, to mention just a few. of Prof. Amarty. Scn. India's Nobel Prize winner, Sachin Tendulkar, the cricket legend of world fame, Mr. Chandrababu Naidu who used Information Technology to modernise governance in Andhra Pradesh and our topnotch scientist, Dr. Abdul Kalam who made India self-reliant in defence preparedness.

During the last quarter of the year, the nation was caught in one of the worst price rise crises that brought the BJP governments in Delhi and Rajasthan crashing down in the elections held in November 1998. It took BJP leadership some time to collect its wits even as Mrs. Sonia Gandhi announced that her party wouldn't do anything to threaten the BJP ship midstream. The elections were, once again, a resounding victory for Indian democracy as it proved that the electorate in India had become mature enough to take its own decisions and that no party could

take the people for granted.

Ahead are the murky waters of Indian politics with its unforescen whirlpools and eddies. Will there be yet another polarisation in the near future and whether the Congress would make further inroads into the BJP bastion, cashing in on the growing fissures within the shaky coalition, none can forecast for sure. The birds of prey are hovering up above scanning the ground to pounce upon the earliest

opportunity if the coalition disintegrates soon enough. A woebegone people look forward to stability and would like to give the government a fair chance to govern the country on a set agenda instead of frittering away their energies squabbling among themselves. The options ahead are bitter. Who on earth would wish India to be dragged down the abyss as the rest of the world surges forward to the hopes of a new millennium?

# THE WORLD In Retrospect And Prospect

The world map showed smouldering fires at different spots : war-scarred Afghanistan, Kosovo and Sri Lanka. Each of these trouble spots defled any kind of solution. Taliban that controls almost ninety per cent of Afghanistan seemed to issue a decree almost every day. limiting the human rights of the already much-harried Afghan citizens and further tighening the regimentation, all in the name of Islam. Despite the United Nations it seemed that the ordeal of the citizens would only deteriorate in the months to come. The fundamentalist ethos of the Taliban style of crude governance has a godfather in Mr. Nawaz Sharif, who is toying with the idea of enforcing the Taliban style of law and justice in Pakistan.

The year saw yet another ethnic cleansing of sorts in Kosovo whose people were threatened by their own government just because they were of a different ethnic origin and they paid with their lives and displacement of their life, despite the UN and the NATO.

The disastrous civil war in Sri Lanka is still on and both the government forces and the intransigent Tamil guerrillas are fighting a war which neither of them can win. For Velupillai Prabhakaran, the lives of hundreds of thousands of Tamil youth in the bloom of their life, are expendable to win his cause and his formidable LTTE has set up bases in almost every part of the world, be it hidden pockets in India, London, Toronto, Germany or South Africa. Here comes yet another shocking story that the Tigers have also developed their mini air force in the ongoing war with Colombo. That the LTTE has developed the lethal muscie to strike at will any target anywhere in Sri Lanka, however guarded it be, has earned for the Tigers notoriety as the deadliest terrorist organisation in the world. Ms. Chandrika Kumaratunga's offer of constitutional packages, offered time and again, has received no response from the extremists. The latest move (or ploy) of LTTE in offering to open a fresh dialogue to solve the ethnic divide with the help of third party mediation has evoked mixed reaction; while the Sri Lankan Foreign Minister took a hardened stand of refusing to talk to a band of 'murderers', other Tamil opposition groups want the Government to grab the opportunity. Whether the beleaguered citizens of the island nation see light at the end of the tunnel, only time will tell.

Elsewhere, the lengthening shadow of USA, the only superpower on the scene today, could be seen everywhere. Mr. Bill Clinton, despite his apology over the sordid Monica Lewinsky affair, refused to be pushed away from the centrestage of world politics over which he has been exerting a global influence. Rumours were swirling that but for the running affair with the White House intern, Mr. Clinton could have well qualified for the Nobel Prize



Bill Clinton President of USA

for Peace for the good offices he extended to finding a settlement over the Irish stalemate and the patch-up between Mr. Yasser Arafat and Mr. Benjamin Netanyahu. The American public in general, would view Clinton's extramarital dalliance with an employee purely as his own private affair. Which was why the Congressional elections refused to be a barometer of Starr's vision of the Presidency. None can predict the outcome of the impeachment trials of the incumbent of the White House, but all are agreed that Mr. Clinton has etched his name in red letters as a successful President in the scrolls of American history.

Several times, off and on, Clinton has bullied Mr. Saddam Hussein into submission, and at least twice this year.

perhaps with the sole support of Mr. Tony Blair. He has virtually reduced the UN to a stump to act according to his whims, and he has even threatened that if the next time Saddam Hussein does not behave, he and his friend in London will go it alone to teach the strong man a lesson that he will never forget. The world watches in mute silence and slides back into disturbed slumber as the global cop flexes his muscles. Occasional murmurs of protest come to the surface when an ailing Mr. Boris Yeltsin and a paranoid Mr. Jiang Zemin or a conclave of the Presidents of France, Germany and Russia visualise a multipolar, instead of a unipolar, world. That the USA rules the roost, has been demonstrated the way they selectively bombed targets in Afghanistan and Sudan in retaliation for the bombings in Dar-es-Salaam and Nairobi as well as the imposition of sanctions against India and Pakistan over Pokhran II and Chagai Hills, and its refusal to admit the Asian rivals into the exclusive Nuclear Club.

Despite the pact reached between Israel and Palestine with the blessings of Washington and Amman, things will take a long time to settle down in the troubled West Asia region just because the only factor that binds the sworn enemies is mutual distrust and fear, giving rise to a series of problems when either party gets down to working out the nitty-gritty of the follow-up of the Oslo Accord. It offers no simplistic solution just because Israel does not want to part with the gains of decades of occupation and Arabs do not want to forgo their rights.

What are the prospects for the new year and beyond? The situation in Indonesia is slipping out of control with internecine strife and the tender Wye Pact over what remains of the Oslo Accord has already developed hiccups. The millentum bug, Y2K, is stalking the information superhighway. While a few get girded up to tackle the bug, many are still sleeping over it. The looming mushroom of economic recession is likely to narrow down the gap between the better off and the worse off on the economic chessboard. And if the past is any guide, USA will call the shots at least in the opening decades of the millennium.

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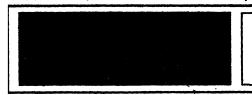
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#### **INDIA**



#### Advantage Congress in Assembly Elections

The Economist, published from London, in its brilliant analysis on the post-Pokhran nuclear tests, had prophesied that those jubilant Indians who hailed the Government's bold decision to go ahead with the tests, would turn against it once their basic necessities were not fulfilled. That turned out to be prophetic if the recent outcome of Assembly polls in four States held on November 25, 1998 is any indication. An overwhelming majority of the 83 million voters voted against the Bharatiya Janata Party (BJP).

The verdict has come as a stunning rebuft to the eight-month-old BJP-led coalition Government at the Centre. Why not? Eight months ago in the Lok Sabha'elections the BJP had led in as many as 330 of the total 620 Assembly segments that went to the polls in this round. Today, their overall tally in a State like MP has plunged to a pathetic 120. This may come as rude shock, but then that is what the statistics speak.

What went wrong with the BJP, a party that has perpetually scored in the political horizon after 1984? The fact that the BJP, to its credit, has impeccable political stalwarts like Mr. Atal Behari Vajpayee, Mr L.K. Advani, Mr. Jaswant Singh, Mr. Yashwant Sinha et al, who enjoy unsullied reputation not only among the people but strangely among their political foes also, needs no further elaboration. At the same time, what emerged manifestly as a major factor contributing to their defeat is that the BJP has taken the people for granted. It is precisely here that *The Economist's* caution rang in clear terms.

To begin with, the cuphoria that swept the nation receded within months after the BJP's assuming power when people in the capital had to live without water and electricity for days together. That apart, there was a growing sense of insecurity among the Delhittes following regular bomb blasts, including the one in front of the Police Headquarters. Third, the overall price rise in vegetables, and mustard oil made the common man's life difficult. It is a warning not only to the BJP but also to all the political parties as a whole that there can be no straying from issues that affect the common man.

The disenchantment was reflected in a characteristic way: In Delhi, the BJP seat strength plummeted to 15 from 49 whereas in Rajasthán it was 33 from 96. In Madhya Pradesh it could muster only 120 seats, In sharp contrast, the Congress increased its tally in Delhi from 14 to 51; in Rajasthan it

was up from 76 to 150 and, surprisingly, it added one more seat in MP, taking its total to 173. Conversely, in Mizoram, the Congress tally was 6 out of the Assembly strength of 40.

If the past is any indicator, then the current dismal performance of the BJP is bound to have its reverberating aftershocks. Mr. Rajiv Gandhi's decline began with the defeats in West Bengal and Kerala in 1987. Mr. P.V. Narasimha Rao could never catch up after the Congress defeats in Andhra Pradesh and Karnataka after 1994.

Surprisingly, despite the dismal performance in the election, the allies of the BJP-led Government came out with declarations of support and their intent to thwart any Opposition-sponsored attempt to put the Government in the dock during the winter session of Parliament, beginning November 30, 1998.

Despite the debacle in Assembly elections everything is not lost yet. The BJP has to look back at its own foibles and work upon them to restore the shattered confidence of the people.

#### New Chief Ministers in Delhi, Rajasthan, Mizoram and Goa

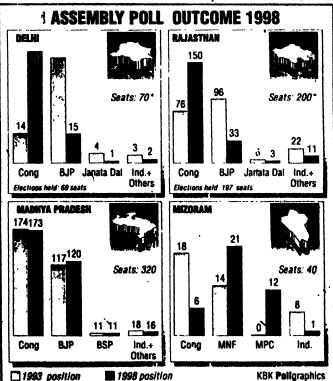
In three of the four States-Delhi, Rajasthan, Madhya Pradesh and Mizoram

where elections were held on November 25, 1998—new leaders were sworn-in as Chief Ministers following the shift in power after the Assembly elections, which was termed as mini-general elections.

Ms. Sheila Dikshit, swept the Congress (I) to a comfortable position, made the Chief Minister of Delhi. The 61-year-old Ms. Dikshit is the fifth Chief Minister and the first woman Chief Congress Minister of the Union Territory. A product of Miranda House, Delhi University, she was the first preference of the Congress President, Ms. Sonia Gandhi. Ms. Dikshit is a seasoned politician. Earlier, she was the Minister of State for Parliamentary Affairs in Rajiv Gandhi's Cabinet.

In Madhya Pradesh, the Congress put up a spectacular performance under the leadership of Mr. Digvijay Singh, who became Chief Minister for the second consecutive term. He was administered the oath of office and secrecy by Governor, Mr. Bhai Mahavir on December 1, 1998. Mr. Singh, 52, is the 21st Chief Minister of the State. He had taken over as the Chief Minister for the first time in December 1993 after an extended spell of the President's Rule in the State in the wake of post-Ayodhya riots.

Mr. Ashok Gehlot, Rajasthan PCC (I) President, who led the party to an impressive victory, was sworn-in as the new Chief Minister of the State. Mr. Gehlot, 47, has the distinction of holding the office of PCC chief for the third consecutive term. Honesty and simplicity being his hallmark, Mr. Gehlot was picked up by late prime minister Rajiv Gandhi as a youth leader. The State Governor, Mr. N.L. Tibrewal administered the oath of office to Mr. Gehlot on December 1; 1998. In Mizoram, the Mizo National Front (MNF) President, Mr. Zoramthanga was sworn-in as the Chief Minister of Mizoram, on December 3, 1998. Mr. Zoramthanga is the leader of the United Legislature Party comprising the MNF and Mizoram People's Conference (MPC).



He is leading the two-tier coalition government in the State whereas in Goa, the Chief Minister was changed for the third time in the current term. The Goa Congress leader, Mr. Luizinho Faleiro was sworn-in as the Chief Minister of the State on November 26, 1998, replacing Mr. Wilfred de Souza.

#### Union Cabinet Expanded

In the first expansion of his eight-monthold Cabinet the Prime Minister, Mr. Atal Behari Vajpayee inducted Mr. Jaswant Singh as the Minister of External Affairs. Mr. Singh will also hold charge of the Planning Commission as well. Mr. Jagmohan, former Jammu & Kashmir Governor, has become the new Communications Minister, while Mr. Pramod Mahajan has been given the portfolio of Information and Broadcasting. The new ministers were administered the oath of office and secrecy by the President, Mr. K.R. Narayanan on December 5, 1998.

With this expansion, the strength of the BJP-led coalition Cabinet has risen to 43. The allocation of portfolios was along expected lines. Mr. Vajpayee described the induction as the "filling of some vacancies", and not an expansion as such. In an informal chat with newspersons, he said the excercise

Mr. Pramod Mahajan, a journalist-turnedpolitician, belongs to the think-tank of the Bharatiya Janata Party and is no novice to parliamentary politics. Born on October 30, 1949, at Mahboobnagar in Andhra Pradesh, Mr. Mahajan was a journalist before making his debut in active politics in 1986 when he became a member of the youth wing of BJP.

#### **National Security Council**

A six-member National Security Council (NSC) has been constituted under the chairmanship of the Prime Minister, Mr. Atal Behari Vajpayee to undertake a strategic defence review and decide on long-term policy options. The Council has been set up on the basis of a recent report submitted by a task force on national security under the chairmanship of former Defence Minister, Mr. K.C. Pant.

The Home Minister, the Defence Minister, the External Affairs Minister, the Finance Minister and the Deputy Chairman of the Planning Commission will be its other members. Besides, the Principal Secretary to the Prime Minister will play a pivotal role in the National Security Advisory Board. In fact, he will be the linchpin connecting the NSC with an elaborate three-tiered

back-up structure--the Strategic Policy Group, the National Security Advisory Board and a Secretariat represented by the Joint Intelligence Committee (JIC).

Policy Group will be the nucleus providing inter-ministerial coordination and back-up for the NSC. It will undertake a strategic defence review, a blueprint of short and long-term security threats as well as possible policy options on a priority basis.

The Strategic

The National Security Advisory Board will form the third element of the National Security Council set-up. It will consist of persons of eminence outside the Government with expertise in external security, strategic analysis, foreign affairs, defence, the armed forces, internal security, science and technology and economics.

Interestingly, the Board will meet at least once in a month and more frequently, if required. It will provide a long-term prognosis and analysis for the NSC, recommend solutions and address policy issues referred to it.

Welcoming the NSC formation, analysis said that the Government, for the first time, will be armed with a machinery which can take a holistic view of all the dimensions of national security, including economic and energy security. The NSC will substantially increase the powers of the Prime Minister's

Principal Secretary in the framing and implementation of security policy. As the National Security Advisor, he will be at the Centre for providing and receiving inputs to the three-tiered structure as well as liaisoning with the decision-making core of the NSC.

However, what's comforting to note is the new set-up will increase the influence of the three service chiefs in decision making-a demand which, according to analysts, had been persistently stonewalled by the civilian bureaucracy in the Ministry of Defence. Meanwhile, Mr. K. Subrahmanyam, arguably the country's best defence analyst. has been made the Convener of the National Security Advisory Board (NSAB).

#### Cyberabad

In the near future, personal computers (PCs) would be within the reach of the masses. The Prime Minister, Mr. Atal Behari Vajpayee said that the Government would. soon unveil major initiatives to take personal computers to the masses, as also for development of trained manpower for the software and hardware industry, and promotion of computer-based education. These are critical components of the strategy to make India a major Information Technology power.

Mr. Vajpayee made it clear while addressing a gathering after inaugurating the first phase of the Hyderabad Information Technology Engineering and Consulting City (Hi-Tec City), in Hyderabad on November 22, 1998, that the Government would put an end to the neglect and policy confusion that the hardware industry has been suffering from. In this context, the second report of the IT Task Force, which was an action plan for making India a major global centre for hardware manufacture and exports, was being examined by a Ministerial Committee.

He, however, said that there had been a serious imbalance in the growth of II in India with its benefits remaining confined to the well-off and the urban elite, who are well-versed in English. IT must improve the life of the poor and the powerless. In this regard, he emphasised the need to increase the use of Indian languages in computers and create more Indian content (both in English and Indian languages), on the Internet. IT is a revolutionary tool for accelerating economic growth and ushering in educational and social development.

Hi-Tec City project, comprising a 10-storeyed structure, has been named "Cyber Towers". It was inaugurated by Mr. Vajpayee, while the second phase of the Hi-Tec City, named "Cyber Gates Towers", was launched by him. Interestingly, the Hi-Tec City with its surrounding area has been named Cyberabad. Mr. Vajpayee said, "We cannot become a superpower without rapidly expanding and modernising the telecom infrastructure. We inherited an extremely problematic legacy in this sector because of the wrong policy and equally wrong implementation by previous governments."



After having been sworn in as Cabinet Ministers, Jaswant Singh, Jagmohan and Pramod Mahajan with President K.R. Narayanan, Prime Minister Atal Behari Vajpayee, Union Minister Ram Jethmulani and Vice-President Krishan Kant

at this juncture was mainly aimed at shedding his own workload.

Mr Jaswant Singh, a former Army officer, was handling the External Affairs informally in the Vajpayee Government. He has built an impressive rapport with top US officials and earned encomiums from experts from India and abroad for his diplomatic skills.

Born on January 3, 1938, at Jasol village of Barmer district in Rajasthan, Mr. Singh was commissioned in the Army in 1957. Mr. Singh played a key role in negotiating with US officials, particularly in the CTBT and post-nuclear explosions in May 1998.

Mr. Jagmohan, twice Governor of Jammu & Kashmir and former Lt-Governor of Delhi, has long been an ardent BJP ideologue. A well-known columnist and writer, Mr. Jagmohan is known for his exceptional administrative skills.

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Application of IT in fural development and agriculture must be wastly increased to benefit the national economy in general and the farm sector in particular, he said. The Government had been considering the establishment of a National Centre for Crop Forecasting, which would need a reliable and widespread IT infrastructure. The "Wired Villages" pilot project being implemented in Warananagar in Maharashtra was an attempt to create an IT culture in rural areas and the country needed hundreds of such projects, Mr. Vajpayee observed.

"IT is India's tomorrow," Mr. N. Chandrababu Naidu, Chief Minister of Andhra Pradesh, observed. He urged Mr. Vajpayee to expedite liberalisation of the telecom sector. India has 15 million telephone connections, out of which 6 million were added last year. But China added 18 million connections in one year alone, Mr. Naidu pointed out. Further, he said that 25 per cent of the software professionals in the US are Indians. Of them, 30 per cent are from Andhra Pradesh.

#### US Imposes Export Restrictions On Indian Companies

It all commenced on November 14, 1998 with the United States of America rounding off 40 Indian entities along with 200 subordinate units which will be covered under export restrictions following sanctions imposed by the Clinton Administration following the Indian nuclear tests. In fact, the Commerce Department came out with a list of names of (Indian) government agencies, government affiliated firms and private companies as well as military entities believed to be involved in India's nuclear, missile and military programmes.

The enlisted companies would come under the Glenn Amendment sanctions which bar American companies from exporting to them any item, which could be useful for both peaceful purposes or for nuclear missile proliferation as for other

military purposes.

India has viewed the latest US action as contrary to the spirit and principles of the World Trade Organisation (WTO). The Commerce Minister, Mr. Ramakrishna Hegde said India would "strongly" take up the issue with WTO and the US Administration. However, the Minister dispelled the log of misunderstanding saying that the publication of the list of 40-entities would have "minimal impact" on India.

According to the US legislation, any American company exporting raw materials or components to firms placed under the "Entity List" will have to get clearance from the US Department of Commerce for every transaction, whereas for all components or raw materials which might have a dual use, both in civil and defence equipment, the entity list clamps a blanket export ban.

Industry chambers like CII and FICCI have strongly reacted to this move as it would adversely affect Indo-US business trade. However, an analyst Mr. N. Chandra Mohan opines that "judging from past

experience, the effects are unlikely to be serious for the Indian economy. If anything, it is US business which stands to lose out on opportunities in India".

In a multipolar world, there are strong rivalries among the major powers for business opportunities. The French would be more than happy to meet India's requirements at the expense of their US counterparts. "Americans should thus realise that such methods do not really work," argued Mr. Mohan Guruswamy, Advisor to the Finance Minister.

#### India Economic Summit

The Indian Economic summit, an annual event since 1985, organised by the World Economic Forum (WEF) and Confederation of Indian Industries (CII), started in New Delhi on November 29, 1998. Over 400 delegates from 33 countries participated in the three-day meet.

The Prime Minister, Mr. Atal Behari Vajpayee assured the domestic and international investors that the economic reforms in the country will not be hampered by what he termed as "political vagaries". In his address to investors at the India Economic Summit, 1998 an November 30, 1998, Mr. Vajpayee appealed to investors not to be "overly influenced by the democratic drama of the day" and, instead, cash in on the "inherent strengths" and "huge opportunities" in the country. He made it amply clear that his "government hes

included an annual economic growth of 7-8 per cent, a domestic savings of 30 per cent of GDP and measures to improve infrastructure.

The President of the World Economic Forum, Mr. Klaus Schwab, predicted India could be among the three fastest growing economies of the world in 1999 and "if right policies are undertaken, and the momentum is not lost, India could be among the one, two or three fastest growing economies in the world in 1999." Mr. Schwab added that there has been "remarkable resilience" demonstrated by the Indian economy in the face of the Asian crisis.

#### Foreign Equity In Insurance Sector

The Union Cabinet has decided to allow 26 per cent foreign equity in the insurance sector and an additional; 14 per cent investment by non-resident Indians (NRIs), foreign institutional investors and overseas corporate bodies, particularly those which have predominantly NRI equity investment. Besides, the Cabinet also decided to introduce legislation permitting Exclusive Marketing Right (EMR) to foreign companies in conformity with the commitment to the World Trade Organisation regime on intellectual rights.

The level of foreign participation allowed by the Cabinet means that a major political hurdle has been crossed. The Patents Bill

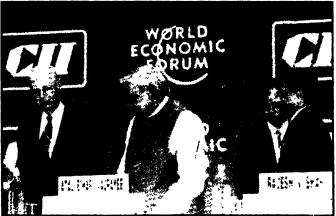
was okayed so that India keeps its commitments on a patents regime to the World Organisation (WTO) The Cabinet deliberately decided to deal with the questions of products' patent and Exclusive Marketing Rights (EMRs) in two separate bills, which would be introduced in the winter session of Parliament.

So far as the insurance sector is concerned the Bill provides for the promoters to hold equity either directly

or via a company registered in India where it has controlling interest.

In a similar way, the Insurance Regulatory Authority Bill would be introduced in Parliament with appropriate amendments to the LIC Act, 1956, the General Insurance Business (Nationalistion) Act, 1972 and the Insurance Act, 1938.

On the definition of "Indian Companies", the Finance Minister, Mr. Yashwant Sinha said that Insurance Regulatory Authority (IRA) would be granted foreign equity up to 26 per cent in the Indian company. Necessary amendments to the Life Insurance Corporation (LIC) and the General Insurance Company (GIC) Acts would also be undertaken.



Prime Minister Atal Behari Vajpayee, World Economic Forum Chairman Klaus Schwab and CII President Rajesh V. Shah at the inauguration of 1998 India Economic Summit at Vigyan Bhavan in New Delhi on November 29, 1998

depoliticised the economic agenda".

The Prime Minister was at his best when he assured the investors that government would act "a lot faster" on its economic agenda, adding that it has already created "new and growing" opportunity for investments in infrastructure especially in power, ports, airports, roads, telecom, information technology, the services sector and insurance.

Mr. Vajpayee said that India's macroeconomic fundamentals continue to be strong despite the economic turmoil in Asia and many parts of the world. They create new opportunities for private investment, both domestic and foreign.

He promised a 12-point agenda that

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### The World

#### Iraq: Crises Unabated

Few seem to be concerned about the rdeal of millions of innocent Iraqis caught etween sabre-rattling Anglo-American utente and the Saddam regime that refuses yield to the machinations of the wily Vest-or of what remains of it-to unseat im. Everyone thought that all was over, nce Iraq climbed down on November 15, 998 to allow unconditional inspections by INSCOM, averting for a while the imminent inglo-American attack. Mr. Tariq Aziz, ad's Deputy Prime Minister sent a letter to ne UN Secretary-General, Mr. Kofi Annan n November 14, 1998 informing him of question pertained to alleged documents which do not exist and the second included repetition of previous requests in respect of which they had submitted all the available and true information.

The Foreign Minister of Iraq, Mr. Mohammed Saeed al Sahhaf disclosed that Iraq had given the inspectors of UNSCOM and the International Atomic Agency (IAEA) roughly "2,188,020 pages of documents since the weapons inspection began in 1991". "We have handed over all available documents," he said. "Asking Iraq in this artificial way is a new tactic to put obstacles and create unwarranted problems."

As a fresh crisis erupted, the UN Secretary-General despatched his trouble

shooter, Mr. Prakash Shah, to defuse the hand-picked **UNSCOM** weapons

crisis. The 59-yearold Indian diplomat, Mr. Annan, has, however, little wiggle room. Answerable to Mr. Annan and indirectly to the Security Council, Shah cannot, step outside the limits set by UN resolution, however great his appreciation of Iraqi grievances. He has to deal with an Iraq caught between the hammer of intrusive

inspectors and the anvil of crippling UN sanctions imposed for its 1990 invasion of Kuwait. Iraq trusts Shah and is willing to show UNSCOM "relevant parts" of one of the key documents sought by Butler, and only in Shah's presence, rather than surrender it. Meanwhile, while the UN Security

Council failed to reach settlement on Iraq's refusal to surrender arms document to weapons inspectors after Russia blocked a statement calling for Baghdad's compliance, it decided to allow Iraq to sell another 5.2 billion dollars in oil over six months to buy badly-needed humanitarian aid for Iragis suffering under UN sanctions. In a 15-0 vote on November 24, 1998, the Council renewed the UN Oil-for-Food programme and also agreed to repair its dilapidated oil facilities. Iraq has been barred from freely exporting oil since its 1990 invasion of Kuwait which sparked the Gulf War. The Security Council will lift the sanctions only after the UN arms inspectors report that Baghdad has destroyed its weapons of mass destruction. The Council, however, agreed to start the Oilfor-Food programme in 1996 to allow imports of basic necessities such as food and medicines for Iraq's 22 million people.

Having failed in their attempts to dislodge Saddam Hussein through war, subterfuge and the never-ending inspection drama, both US and UK have made it clear that they would do anything to see that Saddam goes. They have even sought the support of the Iraqı Opposition to topple him. The conspirators were already at work when Iraqi President Saddam Hussein's deputy on the powerful Revolutionary Command Council, Mr. Izzat Ibrahım, while attending a religious ceremony, at Karbala, a Shi'ite Muslim holy city, on November 22, 1998, narrowly escaped an assassination bid. According to reports from USA, former top US military and intelligence officials are promoting plans for a classic guerrilla insurgency against Saddam. The plan calls for training a 3,000 to 5,000 member force that would move into Iraq, under US cover, establish an enclave, for spearheading military challenge to the regime. The US Assistant Secretary of State, Martin Indyl met in London with Iraqi National Congress during the last week of November to encourage the umbrella organisation's 13 member groups to work towards greater unity and effectiveness. The US Administration has said that it will also work with key members of the US Congress to implement a law passed in October that authorised the Administration to spend \$97 million to arm the Iraqı Opposition.

Political analysts say that USA, guided by its calculations of profits from manipulated oil supplies, is not at all keen to see significant quantities of Iraqi oil flow into the international market. There is a world of truth in the charge that UNSCOM personnel are being inspired by USA to turn their operations for elimination of Iraqi weapons of mass destruction into a never-ending affair. UNSCOM itself is dominated by US citizens, who behave as if Iraq were their fiefdom. An inspection team, which cannot complete its task in seven years, is either totally incompetent or is on a deliberate mission of taking vengeance on the hapless Iraqı people just because US is not able to get rid of Saddam Hussein, who was propped by USA for almost a decade as he served as a handy tool against Iran.

An ineffective and a totally emasculated UN, a marginalised NAM, a bellicose Anglo-American alliance and an apathetic



An Iraqi soldier stands guard as an UNSCOM team leaves the UN compound in Baghdad to resume its inspection work

rag's readiness to cooperate with UNSCOM which is mandated to rid it of its weapons if mass destruction capability.

Even as one crisis blew over, another eemed to replace it, confirming the worst uspicions that the Anglo-American itentions over had went beyond the soalled inspections of the vast hidden military naterial tucked away by Saddam at different places. Once Saddam relented on the aspection issue, the UN weapons inspectors sked Iraq they be handed over documents in chemical, ballistic and biological weapons vstems. A harassed Baghdad turned down he demand of Mr. Richard Butler, Chairman if UNSCOM, describing the demand as provocative rather than professional". One locument being sought by UN inspectors surportedly showed that Iraq used fewer succes of ordnance capable of carrying hemical and biological agents during its 980-88 war with Iran than previously leclared, raising questions about how many emain Iraqi sources claimed that the first world do not seem to near the cries and sobs of millions of Iraqi children and mothers who have become pawns in the power game played by callous nations. For more than eight years they have been denied the right to live. The crippling sanctions have made it impossible for the people to use their own resources to sustain themselves. The hapless people of Iraq have become the expendable todder in the wily game of those who are never tired of propagating the sanctity of human rights elsewhere in the world.

#### Japan Refuses Written Apology To China Over War Crimes

He "came, saw but did not conquer." President Jiang Zemin who was on a six-day "historic visit" to Japan from November 24, 1998 as the first Head of State to celebrate the 20th anniversary of the signing of the 1978 Treaty of Friendship and Cooperation had to be satisfied with an expression of "deep remorse" instead of an apology from Japan for its World War II actions. The declaration which was not signed by the Chinese President Mr. Jiang Zemin and the Japanese Prime Minister, Mr. Keizo Obuchi said: "Painfully feeling



Chinese President Jiang Zemin with the Japanese Emperor Akihito during the welcoming ceremony at the Akasaka Palace state guest house in Tokyo

its responsibility for inflicting grave suffering and damage on the people of China by invading China at one period of history, the Japanese side expressed deep remorse for this." The joint Sino-Japanese Declaration said that Japan would continue to adhere to the position stated in the 1972 Japan-China statement on Taiwan and its recognition again that there is one China.

The brutal Japanese aggression on China during the span of the Second World War in 1939-1945 dominated the six-day State visit of the Chinese I resident to Japan.

That Japan did not oblige China the way they did the President of South Korea a

month ago in apologising over the war crimes left the old wounds still open in the formal relations between the upcoming Asian power and Japan, the economic superpower. Remarked the Chinese Föreign Minister Tang: "Japan has never completely abandoned its militarist past in the same way as Germany has with the Nazis. If it were to do so, China and other Asian nations would not have to keep reminding Japan of history so often."

Coinciding with the visit of Chinese leader to Japan, a Tokyo court rejected on November 26, 1998, a demand for compensation by a group of Allied soldiers and civilians held prisoner by Japanese troops during World War II. The lawsuit was filed in January 1995 by seven plaintiffs on behalf of 20,000 members of veteran and civilian ex-prisoner organisations from Britain, the US, Australia and New Zealand.

The plaintiffs had sought a compensation of about \$ 22,000 per person. It was the contention of the Tokyo court that the San Francisco Treaty of 1951 as well as bilateral agreements between Japan and other States had already settled the compensation claims in regard to the alleged Japanese atrocities committed during the Second World War. In a similar case, the Tokyo District Court also rejected the compensation claim of a Dutch lady who was a so-called "comfort woman" as well as by seven men who were interned in Indonesia by invading Japanese forces during the last War. The Dutch were in control of the former East Indies until March 1942. Japan claims that the Netherlands had waived all claims to more reparations under the San Francisco Treaty and a later bilateral agreement in 1956 after Japan paid a one-time amount to the Netherlands government (28,000 yen to each of the over 42,200 PoWs)

Japan did seem to make up for its reluctance to give a written apology over war crimes by agreeing to extend upto 390-billion yen in loans to China as part of their renewed commitment to beef up economic ties.

The Chinese leader's visit to Japan also marked the completion of an effort by China, Japan and the United States to establish regular visits among their top leaders. Because of their military alliance, the Japanese and American leaders have long kept in close touch. With Jiang's State visit to the US in October 1997 and Clinton's return tour of China, Chinese and American leaders have now established a pattern of regular meetings. The latest summit would bring Beijing, Tokyo and Washington closer.

#### Jiang-Yeltsin Summit On Sino-Russian Border

The giant former Cold War rivals met once again in Moscow in November 1998 in a high spirit of bonhomie, releasing a declaration settling disputes over parts of

the western stretch or the two nations 4,300-km border. An ailing Boris Yeltsin found common cause with the Chinese President during their meeting in Moscow on November 23, 1998 that the world should be made safe by making it multipolar to counterbalance the growing global US influence.

After decades of enmity that began in the 50s, relations between Moscow and Beijing began to thaw with a visit by the Soviet leader Milkhail Gorbachev in 1989.

"We have finally overcome a lot of historical antagonisms that were inherited from the Soviet period, and moved forward to a relationship suitable for the next century," said a spokesman on the sixth Sino-Russian Summit.

The Russian and Chinese leaders called for a peaceful settlement of Kosovo and Afghanistan.

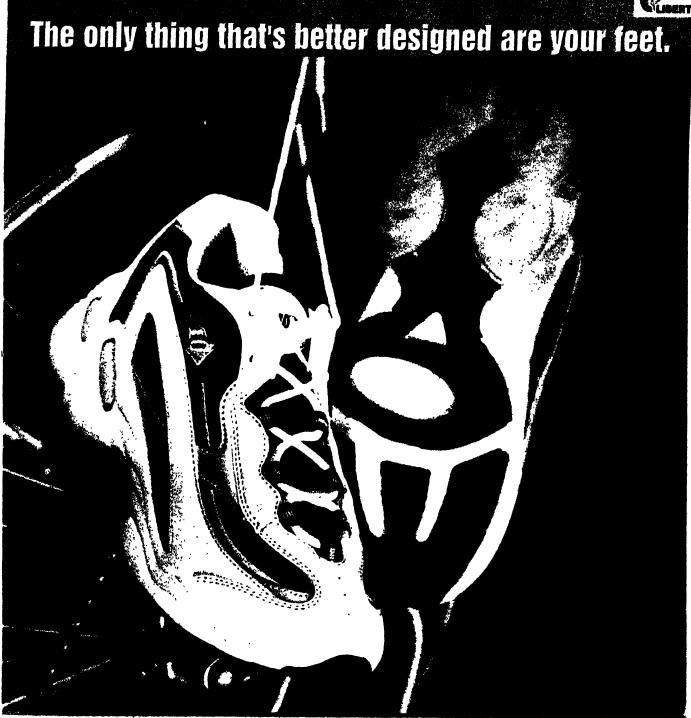
To strengthen mutual ties, Moscow would host a meeting of the Russian Prime Minister Yevgeny Primakov and his Chinese counterpart Zhu Rongji soon.

#### Greenhouse Gases : Action At Snail's Pace From Kyoto To Buenos Aires

It is the same familiar story of more rhetoric and platitudes than action on the front to reduce greenhouse gases. The latest Clobal Warming Summit held in Buenos Aires, supposed to maintain the momentum of the Kyoto summit on climate change was yet another exercise in semantics and sophistry, The Fourth Conference of Parties of the United Nations Framework Convention on Climate Change mapped out specific strategies for carrying out the 1997 Kyoto Pact designed to tackle the humaninduced changes to the weather. It may be recalled that in December 1997, the USA and 37 other industrial nations agreed in Kyoto, Japan, to binding reductions in their Greenhouse gas emissions by 2012, setting out a target of five per cent below 1990 levels. The Buenos Aires Plan of Action agreed upon on November 14, 1998 set a timetable for discussing by 2000 the many issues that still need to be settled, including whether to assess penalties against those who don't achieve their goals as to how to transfer climate-friendly technology to developing countries so they pollute less and the nuts and bolts of how to measure the pollutants.

While USA and Europe would like to have 2000 as the deadline for giving the finishing touches to the Kyoto Accord, China and India have their own reasons not to accede to a deadline. USA signed the Kyoto Accord on November 12, 1998, but the signing was merely symbolic because Senate ratificationis not likely anytime soon. And the US Congress will not ratify the Kyoto Protocol unless some of the bigger developing countries-Brazil, China and Indin-also reduce their production of carbondioxide and other such gases, though the per capita emission of GHGs in these countries is just; a small fraction of the levels in the developed countries.





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Sixty countries have now signed the kyoto Protocol and agreed to reduce their greenhouse gas emissions by 2012 to a level at least five per cent lesser than that in 1990. Even here none knows as to how to secure this objective. Even this protocol would have any kind of legal sanction and binding on signatories only when developed countries, which account for 55 per cent of the total GHG emissions, both sign and ratify it. So far only Eiji and Antigua have ratified the kyoto Protocol.

Meanwhile US Government scientists have reported new evidence of Farth's undue warming, saving the global average temperature of 58-14 degrees Fahrenheit for the month of October 1998 fell just short of the 58-15 degree record set in October 1997.

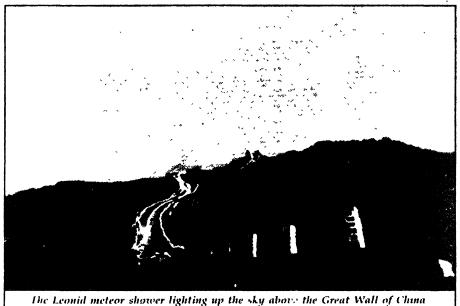
#### Leonids : A Cloud Of Flashing Debris Up Above

Year 1966. From atop vantage points of Arizona's 2,100m Kitt Peak astronomy butfs spotted the first shooting stars streaking across a cloudless night sky. Soon the glowing trails multiplied until at last an hour before the break of dawn the sky lit up with a metoric storm—nature's marvellous tueworks display. As many as 140,000 meteors were seen in the eerie darkness only

and serving as aid to global television networks. NASA was worried, so too the ISRC in India. Though most of the particles of the Leonid storm are smaller than a grain of sand, the speed (of 25,000 km per hour) at which they travel, poses danger. Shortcircuiting and damage to the solar panels and optical devices are the most probable mishaps.

The Leonids, so named because they seem to radiate from the constellation Leo, are actually debris shed by comet Temple Turtle. In an elongated, 33-year-old orbit of the Sun, the comet travels as far out as Uranus, then back to within 146 million km of the solar surface, passing close to Farth's orbit on both its way in and its way out. Like other comets, Tempel-Tuttle too is a dirty snowball that heats up as it approaches the sun, only to throw off its "dirt" consisting of particles, big and small. These particles, called meteroids, are a debris laden stream in space. Our planet comes close to this 'debris' every November. The speeding meteroids, plunge into the Earth's atmosphere, are heated by friction and become blazing meteors that are burnt in

As the D-Day approached on the nights of November 17 and 18 most of the sky-



e outshare as the sun climbed up the 1 water

to be outshone as the sun climbed up the eastern sky. The curtain had been rung on one of the greatest celestial shows.

If was the greatest display of Leonid meteors—the greatest meteor storm of the century visible in USA. Thirty-two years later, the Leonids staged another display on the nights of November 17 and 18, 1998.

Unlike the reaction in 1966, 32 years later, scientists and governments across the world nursed the fear as to what another Leonid "storm" would do to the 600-odd manmade satellites relaying phone calls, 1-mail and Faxes, monitoring hurricanes and crop yields

watchers in India had to be satisfied with a drizzle of the Leonid wonder instead of a storm. The phenomenen was at its peak between 12.29. AM and 2.00 AM as well as during the early hours of November 18 when the range of Leonid showers could be somewhere from 100 particles per hour to more than 1,006 particles per hour. ISRO took precautions to protect its satellites. No damage was reported to the Indian Remote Sensing Satellites and INSAT satellites. So too NASA confirmed of no damage to their satellites either. The Hubble Telescope was turned away from the storm to protect lens surfaces.

#### Sri Lanka : LTTE Flashes The Olive Branch Again

After a long break that saw the changing fortunes of LTTE's encounters with Government troops, the LTTE leader Velupillai Prabhakaran was, once again, ready to negotiate peace that has been wrecked by a fratricidal war for over fifteen years. The LTTE leader has said that he would prefer third party mediation as, in his opinion, the Sinhala leadership lacked the political will to solve the problem. He dropped any pre-conditions for the dialogue and wanted the creation of a climate of peace and goodwill to precede the negotiations. President Ms. Chandrika Kumaratunga herself suggested a few days ago that her Government was willing to open a dialogue with LTTE through a third party facilitator.

The overwhelming view in the political circles in Sri Lanka is that the economy has been paralysed by the ethnic war.

In the emotional speech over the clandestine LTTE Radio on the occasion of his 44th birthday, the LTTE supremo assailed the international community for their not finding common cause with the plight of the Sri Lankan Tamils. He was sore at India, USA and other countries for imposing ban on LTTE.

Meanwhile, the LTTE has set up bases of support in different parts of the world and is trying its best to establish a base in South Africa too. The Sri Lankan Foreign Minister, Mr. Lakshman Kadirgamar, who was in Pretoria in November 1998 and who learnt of the LTTE move to shift its international secretariat from London to an yet unidentified place in South Africa in the wake of the strict anti-terrorist legislation by Britain, has described LTTE as "the deadliest terrorist organisation in the world today".

Meanwhile, the Sri Lankan Government have responded cautiously to the LTTE offer of peace talks. The ruling People's Alhance Government initiated peace talks with the LTTF after assuming power in 1994, but the dialogue broke down when the Tamil guerrillas blew up two navy boats in the eastern port of Trincomalee in April 1995. Spokesmen of the moderate lamil United Liberation Front and the Eelam People's Democratic Party want the Government to seize the opportunity provided by the LITE chief to break the stalemate and resume talks with the LTTE leaders. Former Prime Minister and leader of the United National Party (UNP), Mr. Ranil Wickramsinghe has said that the Government has no alternative but to talk to the LTTE to end the two-decadeold ethnic violence. He said that the talks could be initiated even when the fighting was on.

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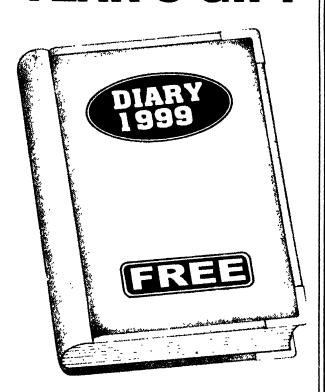


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# World Press

**Important Topics** 

#### Euro: Launch of A Currency

On January 1, 1999, Euro of European Monetary Union (EMU) is set to become the second biggest currency in the world. But it is still doubtful whether it will pose a formidable challenge to the ubiquitous dollar. THE ECONOMIST (November 14-20, 1998), published from London, highlights the importance of Euro.

Until recently, few outside Europe paid any attention to the euro. American policy-makers maintained a conspicuous silence, commenting

transactions, the D-mark in 30%, and other euro-member currencies in only 24%.

Although the dollar's share of international bond issuance has fallen substantially since the early 1980s, over 50% of international notes and bonds are still in dollars, compared with 28% for the combined eruo countries. Bank lending shows the same dollar preponderance: 45% of cross-border loans are dollar-denominated.

Almost half the world's foreign-held bank deposits are in dollars. The dollar's weight in private international transactions also makes it the currency of choice for countries' official reserves. In 1997 some 57% of the world's

reserves were in dollars, though the greenback's share has fallen in the past two decades.

America derives several benefits from the dollar's dominant international role. There is, first of all, the profits to the state from its monopoly issue of notes and coins. Seignorage from dollars held abroad may be worth some



0.1% of American GDP.

only that what was good for Europe was good for America. Asians were too preoccupied with their own crises to worry about a new currency half a world away. And Europeans themselves were too concerned with the mechanics of the single currency to think about its international impact.

Partly as a result, there is remarkably little consensus on what that impact will be-and even less on how to respond to it. The one certainty is that the euro will immediately be a major international currency, second only to the dollar. It is striking that, in economic and financial terms, the euro-11 countries are a close match for the United States. Their combined GDP in 1997 was \$6.5 trillion, compared with America's \$8.1 trillion. Their share of international trade outside the euro area (19%) is a shade larger than that of the United States (17%). Taken together, bond markets in euro countries are somewhat smaller than America's—although Europe's equity markets are much smaller than Wall Street.

The dollar's role in international finance is, however, far bigger than America's relative weight would suggest. It is the main currency used for the world's trade and investment. Roughly half of world trade is invoiced in dollars. Almost all commodities are priced in dollars. According to a recent survey by the Bank or International Settlements, the dollar features at least one side of 87% of all foreign-exchange

#### A No Man's Land for Cricket

Cricket is the top obsession of millions of people in India. So much so India and Pakistan are the most formidable rivals not only in the Asian power politics but also in the field of cricket. However, for quite some time, they have not been able to demonstrate their spectacular clashes of the giants, for different reasons, yet Sharjah has become cricket's no man's land to give the cricket fans opportunity to witness India-Pakistan cricket battles. TIME (November 23, 1998) discusses the lure of the neutral place for cricket.

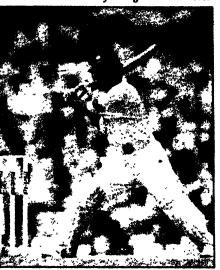
Agah, this is cricket at its soap-operatic best: Two great teams act out the latest installment in a drama that spans generations. A cast of 22 men in white, guided by the ghosts of their forebears, perform with high skill and raw emotion. Watching the new series unfold, millions of spectators travel through the ages, their minds turned time machines, recalling the excitement and the anguish of previous episodes.

Australia vs. England? Could be, but here we're talking about cricket's other great rivalry: India vs. Pakistan. In 51 years, the sub-continent's sworn enemies have fought scores of battles on the cricket pitch, often mimicking

the intensity of their three wars off it. Mor than a billion fans in the two cricket-mal countries relish these encounters as much asperhaps even more than—Australians and Englishmen. But for the past nine years, the have been denied their favorite spectacle, for reasons that have nothing at all to do with sport

The last time an Indian team toured Pakistan was in 1989, shortly before Islamic separatists stepped up their rebellion in disputed Kashmir. Since then, the Pakistanis have twice canceled cricket tours of India, citing security concerns.

As a result, Indo-Pakistani cricketing encounters have been restricted to the shorter, limited-overs version of the game—and have



mainly been held on neutral turf, like Sharjah, in the United Arab Emirates, and Toronto. These distant encounters produce revenue—sponsors are attracted by the potential TV viewing audience of one billion—but little passion. Still, fans would rather see their teams play in some faraway place than not at all But consider the irony: an Arab or a Canadian has a better chance of seeing the sub-continent's greatest sporting event—live—than does any denizen of the sub-continent. It's as if the Ashes were to be played for in Belgium, or, for that matter, Sharjah.

#### Living Dangerously with Nuclear Bombs

India and Pakistan have fought three wars, two of them on Kashmir. The relations between the two countries further worsened following nuclear explosions by India and Pakistan. Talks seem to yield little fruitful action. TIME (November 30, 1998), published from New York, discusses the implications of nuclear race between the two rivals.

It's called chicken's neck: A narrow strip of land with a contentious border to the west,

puntains to the east and a two-lane highway nning up the middle. The road is a strategic ie. It connects India's embattled state of Janimu id Kashmir with the rest of the country. At mes of war, arch-rival Pakistan can virtually :head India-thus the nickname-by taking mtrol of the road.

Which is why, for more than 50 years, war as rarely ceased at Chicken's Neck. Induan and akistani soldiers fire machine guns at each other



every day, every night, more or less randomly (casualties occur regularly). At one point, noman's land is but 100m wide, and the soldiers hurl taunts across it. The Pakistanis offer beef to their cow-worshipping Hindu rivals; the Indians promise to send over pork, which Muslims abhor. When there's a full in the firing, one side will accuse the other of running out of ammunition. That's a joke. It hasn't happened in five decades and isn't likely anytime soon. "There is nothing territorial to be gained," sighs Brigadier Jaspal Singli, the Indian commander, "but you just keep trying to hit each other. Two countries simply banging away. It's so sad."

India and Pakistan have been banging away at each other for a half century and have fought three wars, two of them over the hallowed land called Kashmur...

But that story got a fresh and dangerous twist last May when India tested five nuclear devices and said it might load them onto planes and missiles. Pakistan followed suit with six nuclear tests of its own Both countries' nuclear cupabilities were known, but neither had said it would make the combs ready for use. They're on that threshold now without the expensive and sophisticated fail-safe mechanisms needed to prevent accidental nuclear war (Even the residence of India's Prime Minister ha been known to suffer a power blackout.) A missile launched from one capital to the other would take only a few minutes to arrive, affording no leeway for hotline negotiations or the selfdestruct buttons familiar from Hollywood

#### Samsung's Corporate **Ventures**

Lee Kun Hee, the head of Sumsung ... South Korea's second largest business group, is pondering whether to scrap his cars as the Samsung Motors threatens the entire group's financial position. FAR EASTERN **ECONOMIC REVIEW (November 19, 1998)** published from Hong Kong analyses the company's corporate planning.

He's known to stay awake for 48-hour stretches, picking apart business proposals to examine every conceivable angle. And forget about spending the evening at some swanky affair, rubbing shoulders with other titans of industry. South Korea's most reclusive tycoon would rather stay home taking apart televisions to get a jump on rivals' technology, or head out to his company's track to race cars.

Lee Kun Hee, the head of Samsung, is as legendary in South Korea's corporate circles for his ability to focus on new products and business lines as he is for his eccentric lifestyle. Within years of taking over from his father Lee Byung Chull in 1987, Lee demonstrated his business savvy by pouring billions of dollars into semiconductors. As a result, Samsung made a killing during a two-year global shortage of memory chips in the mid-1990s.

Unlike his father, who founded a noodlemaking company in 1938 and turned it into an empire by brooking no dissent, Lee is reportedly so confident in his managers that he's rarely seen at Samsung's Seoul headquarters. In fact, he seldom even attends board meetings. Instead, the 56-year-old prefers to run South Korea's second largest business group from home, surrounded by seven pet dogs and a battery of TV sets showing science or nature programmes.

That's where the chairman has been for the past several weeks, local reports say, pondering what could be the most important decision in Samsung's history: what to do with an ill-fated, 4-trillion-won (\$3:04 billion) attempt to enter the overcrowded car industry that now threatens the entire group's financial health.



Samsung Motors began rolling out its sleek SM5 models in March, but so far customers are mostly coming from the ranks of the chaebol's own employees, market analysts say-something not unncommong among Korean car giants. And with production limping along at 60,000 cars a year-just 25% of capaaty-critics question if revenues will be big enough to keep the project alive. Samsung's recently failed bid to acquire the ailing Kia Motors has only added to the pessimism that Samsung Motors will never achieve economies of scale.

#### China's Growing Elderly **Population**

As the Chinese population continued to grow by leaps and bounds, Mao and his successors took measures to check the population explosion in China. But it has given rise to an entirely different problemthe increase in elderly population and the decline in fertility due to the country's onechild policy. In its Leader, THE ECONOMIST (November 21-27, 1998), published from London, discusses the real problem of ageing China.

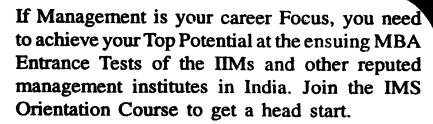
For years, people have had Malthusian nightmares about global population growth. Although, in some countries, too many babies have put pressure on food distribution, the environment and the supply of school places and health care, Malthus has mostly turned out to be bunk. But his gloomy predictions frightened successive Chinese Communist leaders into the most outrageous population policy the world has ever seen. Determined to quadruple Chinese living standards per head by 2000, Mao and his successors took the simple expedient of banning the growth in the number of heads. But the result will be to exacerbate an entirely new sort of demographic crisis in the next century, when China will become the oldest poor country in the world.

Some of what has happened in China has happened all over eastern parts of Asia: a phenomenon that Nicholas Eberstadt, an American demographer, has dubbed "a world population implosion". Far faster than in the industrial world, life expectancy has risen and fertility has declined. Yet China is ageing much faster than any comparably poor country has ever done before, thanks at least partly to its orte-child policy. Fertility seems already to have fallen below the level needed to replace the population. If that doesn't change, more than one in five Chinese will be 60 or older by 2030, and the absolute size of its workforce will have begun to decline. If this comes about unlike most countries China will have grown old before, rather than after, it has grown rich

The main consequence will be a big burden on those of working age. Too many grandparents will need family and financial support; not enough youngsters will be around to provide it. Because the family still takes primary responsibility for caring for the old, middle-aged women will find themselves looking after several old folk, and unable to work just when they most need to be building up savings for their own old age. As for people at work, they will foot the bill for, among other things, healthcare

and pension schemes.

Even if these demographic trends were to change, China would still need to reform financial support for the old. A pension is a luxury enjoyed mainly by China's minority of urban workers in state jobs; most old folks receive nothing. Still, the obligation on state firms to support former employees is one of the biggest barriers to the industrial restructuring that China desperately needs to ach:eve. To disentangle this mess, the government plans to create a single unified scheme. So far, though, it has merely created a new sort of mess, with pension obligations fragmented among municipalities, rather than among firms.



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#### I Was Weak in English

I was born in Rajasthan where people are weak in English. I studied in government non-English

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"I do not know Hindi." It was a surprise and shock for me that he did not know Hindi. I had never talked in English before and I was not confident of talking in English. So, I said, "I do not know English".

My Struggle to Learn English

In the first semester in Pilani, I was a topper with 10 out of 10 grade points, but I was not confident in English. So, I was worried about my weak English. I bought many books, guides, dictionaries,

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We have simplified grammar. Our goal is to teach practical English so that you quickly gain confidence in speaking and writing English. One example of our practical approach is the Bapna's Will/Shall Rule.

We developed this new course only for people like you who studied in non-English medium. So, it is very powerful and result-oriented in helping you learn quickly. We believe this is the first and only such course in the world.

#### Bio-Data

B E, BITS Pilant. M Tech, IIT Kharagpur NTSE scholar Rank 5 Raj School Board. World-famous author. I published

3 computer books in USA including a best selling "MS-DOS Masters"

My first job as an engineer paid only Rs 1000 per MONTH. Just 7 years later, I earned 50 dollars per HOUR in USA as computer expert and writer.

At the peak of success, I left USA to do something in our own country. Now, I spend my full time at the "Mind Power Research Institute."

I also learnt French, Sanskrit, Karate, Breaking

wooden board by hand, many Meditations, etc Expert: Computers, English, Mind Power, Study Was a member of "Society for Accelerated Learning & Teaching, USA

#### **60-DAY MONEY-BACK** GUARANTEE

I am 100% sure that my course will benefit you greatly, so I offer you this unique guarantee:

If you are not 100% satisfied with the course (code 851), simply return it so that it must reach us within 60 days of despatch from our office, and you get refund of your amount (niinus Rs 40 for post&liandling) by MO. No questions asked-you be the judge Ask yourself: Why is this the only English

course in this magazine that offers you guarantee? Why others do not give such guarantee

#### Easy to Learn 5 Parts

If you can understand this article, you can surely understand my course. And greatly benefit from it. Our belief and experience show that it is better to teach English through English than through translation. \hsty? Because it helps students to learn to think in English.

The complete course has 5 parts for easy learning: Part 1: Essential English Part 2: Important and Helpful Usage Part 3: How to Write in a Powerful, Effective, and Result-Oriented Way Part 4:

Advanced Topics Part 5: Mini Spelling Dictionary Part 3 is so easy and powerful that, it is worth more than the full price for the complete course.

Some of the other topics in the course are: Two short-cuts to powerful English Learn to use these helpful words How to write letters How to

enhance meaning How to remember spellings and increase vocabulary Common usage.

Benefit from My Mind Power Expertise
You may know that I am an expert in the fields of Mind Power, Study Techniques, and Computers.

I have used this knowledge to make the English course easy to learn and easy to remember for you You begin to improve on the very first day you get this course. You learn simple and powerful English

Step 1: Study for 1 hour per day. You can complete it in 25 to 40 days.

Step 2: For the next 2 months, revise it for 2

hours per week. After that, for the next 2 months, revise it for 1 hour per week. In this way, your

improvement will become permanent.

Pocket Cards for Faster Learning
Keep them in your pocket to revise in school, in
college, in bus, in park, in playground, etc. So, you
use the time which other people waste. No other course gives you such useful pocket cards.

More than 100 franchise centres of Mind Power English Institute<sup>11</sup> all over India use this course (code 851) for the classroom teaching Their fee is Rs 1.100 to Rs 1.500.

I encourage you to join the classroom coaching at an authorized franchise centre in your city or order the course by post as explained below

#### **Proof of Success**

"Before joining your course I could understand English but I could not speak English. Now, I can speak powerful English." Some Singh Patrie, Brite

 In the past, I was not good at writing as well as speaking English. Using your course, I am able to write simple and better English without mistake and I can speak English with others without any hesitation I completed your course in 27 days

Good and unique course I was average in English. Now I can write letters in simple English."

"I want to thank you for this valuable English course. Now I can write & speak English much better than before."

-- Bhavsar Avinash M. Nasik

Cassettes for

Spoken English
If you have a tape recorder or walkman, I strongly recommend you to also order the course Spoken English Practice Book (with 2 cassettes). The book/cassettes give words and sentences of common use you need to repeat again and again to get a practice in spoken English. The same are recorded for easy practice on cassettes in male and female voices. The course code is 125 and the price is: Rs 150+25.

#### **Discount Prices: Save This Month**

The discount prices this month are given below. Order now without delay to save and to benefit sooner.

Course Price Course Names 851 245+20 Bapna's English Course Spoken English Practice Book 24-pages (+2 cassettes) 150+25 Both the English courses above 720 395+25

HOW TO ORDER
This course is not sold in shops because they do not give money-back guarantee. We send all courses by Registered Post only. No VPP. To order today, po to your bank or post office, and send full amount by D.D. or M.O. in the name of M.P.R.I. Udainur (Rai) to:

rvi. U. in the name of M.E.K.I. Udalmur (Raj) to:
Director, Mind Power Research Institute
R-1, Mind Power Chambers, Sector 4
Udalpur (Rajasthan) 313002

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## Careers & Courses

Management  $\star$  Exports  $\star$  Export Marketing  $\star$  Statistics  $\star$  Personnel Management

#### MANAGEMENT

The Northern Institute for Integrated earning in Management, B-II/66, Shershah Suri Marg, Badarpur, New Delhi-110 044 recognised by the All-India Council of Technical Education, Government of India) offers a Post-Graduate Management 'rogramme (1999-2001). The course offers pecialisation in Marketing, Human Resource Vianagement, Finance, International Business ind Information Technology and Systems Management.

Eligibility: A bachelor's degree from any ecognised Indian or foreign university. 'andidates, appearing for their final year legree examinationmay also apply. andidates who have appeared for MAT conducted by AIMA)/GMAT/other Allndia Written Tests during the last one year or are appearing for MAT in the third week of January 1999, are also eligible to apply.

Prospectus and Application Forms are ivailable by post from the Admissions Office. VIILM, against a Demand Draft of Rs. 550 frawn in favour of "Northern Institute for ntegrated Learning in Management", payable at New Delhi. The last date for ubmission of completed application forms is Chruary 27, 1999. Date for Group Discussion and Personal Interview will be intimated to he applicant at a later date.

The Amity Business School, Noida invited applications for the following programmes ommencing mid-1999:

(1) Two-year Full Time Post-Graduate Diploma in Management (PGDM)—120 seats. Inst Date . January 29, 1999 (With Late Fee : February 15, 1999).

(ii) Full Time Post-Graduate Diploma in International Business (PGDIB) + MBA (IB)-120 seats (13 months at Amity Business School + 5 months at University of East London, UK).

Last Date: January 15, 1999 (With Late Fee: April 15, 1999).

(iii) Graduate Diploma of Business Administration (GDBA) + BBA—120 seats. Lust Date: March 30, 1999 (With Late

Fee April 15, 1999).

How to Apply: The ABS Information Brochure and Application Form can be obtained in person on payment of Rs. 650 for the Post-Graduate Programmes or Rs. 500 for the BBA through a Bank Draft drawn in favour of Amity Business School, NOIDA, payable at Delhi/New Delhi from Amity Business School, Post Box No. 503, Sector 44, NOIDA-201 303.

#### **EXPORTS**

The National Institute of Fashion Technology, NIFT Campus, Hauz Khas, New Delhi-110 016 announces GEM '99 (Garment Export Merchanidise Management) twosemester Certificate Programme for working executives under the Apparel Marketing and Merchandising Department. The ten-month course commences in February 1999. It would provide comprehensive practical inputs in:

Merchandising-Principles and

Techniques for Exports

- Fashion Materials-Fabrics, Knits and Trims
- Garment Production and Quality Management

Advanced Merchandising

International Trading Practices, Procedures and Policies

Merchandise Support Systems

● Vendor Compliance Systems and Practices.

Please apply on the prescribed application form available at CE Department of NIFT on payment of Rs. 100 by Demand Draft drawn in favour of NIFT, New Delhi.

Last Date: January 7, 1999.

#### **EXPORT MARKETING**

The Indian Institute of Foreign Trade, IIFT Bhawan, B-21 Outab Institutional Area, New Delhi-110 016 has announced an Evening Course (March 2-June 30, 1999) for selfemployed or executives working in private/ public sector undertakings, services agencies and institutions like banks, insurance, Export Promotion Councils, Commodity Boards, Chambers of Commerce, etc., to impart systematic knowledge of Export Marketing Techniques and enhancing managerial competence of the executives enagaged or likely to be groomed in international marketing operations. The course includes International Marketing Management, International Business Environment, Indian Economic Environment and Policy. Marketing Logistics and Export and Import Procedures and Documentation.

Eligibility: Candidates must possess minimum Bachelor's Degree or equivalent from a recognised Indian or a foreign university and have a minimum of 2 years of post-degree full time work experience at executive level as on February 28, 1999. Organisational sponsorship is preferred. Non-sponsored employed candidates may also be considered provided their applications are accompanied by a "No Objection Certificate" from their employers.

Selection: There are 60 seats selection to which will be on the basis of Interviews starting from February 10, 1999.

Venue: IIFT Campus, 6.00 to 8.00 p.m. (Monday to Friday).

How to Apply: Prospectus and application forms can be obtained by sending a Demand Draft of Rs. 250 favouring Indian Institute of Foreign Trade to the Programmes Officer, Indian Institute of Foreign Trade, I Bhawan, B-21 Qutab Institutional Area, N Delhi-110 016.

Last Date: January 11, 1999.

#### **STATISTICS**

The Indian Statistical Institute, 20 Barrackpore Trunk Road, Calcutta-700 03 has announced that Senior Diploma Statistics (SDS) and Junior Diploma Statistics (JDS) examinations will b conducted at Bangalore, Mumbai, Calcutt Delhi, Hyderabad and Madras centres ( adequate number of candidates apply) if April, 1999. Information booklet containing Byelaws and Syllabi and Application Form will be available on sending (i) self-addresse envelope (size 25 cm x 20 cm) and (ii) advance payment of Rs. 70 (Rupees Seventy only) by Bank Draft endorsed in favour of Indian Statistical Institute, Calcutta. Application forms, duly filled in with normal fees, etc. must reach the Secretary, Examinations Committee, latest by January 31, 1999 or by February 9, 1999 with a late fee of Rs. 10 The JDS and SDS are recognised by the Government of India as equivalent to BS in Statistics and MSc in Statistics respectively for employment purpose only.

#### PERSONNEL MANAGEMENT

The National Institute of Personnel Management (NIPM), 45, Jhowtala Road, First Floor, Calcutta-700 009 has invited applications for admission to the three-year! Post-Graduate Diploma Course in Personnel. Management (equivalent to MBA), approved by the All-India Council for Technical Education and also recognised by the Government of India as well as by some State Governments.

Eligibility: (i) Admission Test conducted by NIPM-A graduate in any discipline from a recognised university. The subjects of the Admission Test are: General Knowledge, English Language, Numerical and Analytical; Abilities (all objective-type) to be held on l'ebruary 14, 1999 at various centres.

(ii) Direct Admission (Without Admission Test): Candidates possessing Master's law/ Engineering/Medical/Agriculture, etc., degrees and those who are professionally qualified as Chartered/Cost/Management Accountants/MBAs, etc., are eligible for direct admission.

How to Apply: Eligible candidates should write to the Institute for Prospectus and Application Form with a Demand Draft for Rs. 225/- favouring National Institute of

Personnel Management, payable at Calcutta.

Last Date: For NIPM Admission Test— January 15, 1999; for Direct Admission-February 28, 1999.

## **Questions From BBC's Most Popular Quiz Show**

By special arrangement, Competition Success Review is proud to reproduce in a serialised form selected questions from the book BBC: The Complete Mastermind, published in India by Teksons Bookshop, New Delhi. Various quiz contests are being organised all over the country and on the request of our readers to have standard material, we have introduced this feature.

- 1. What are the names of the two large towers of the Palace of 13. Who Westminster?
- 2. What is majolica?
- performed?
- 4. What is particular about the orbit of Pluto?
- 5. What was the duty of Triptolemus?
- 6. What is 'opera bouffe'?
- 7. What is now understood by the phrase 'crossing the Rubicon'?
- 8. When did nationalisation of steel first come into force?
- 9. What were 'pomanders'?
- 10. What is the origin of the word 'language'?
- 11. What is the derivation of 'assassin'?
- 12. What is the literary term introduced into our language

by John Lyly?

- assassinated Robert Kennedy?
- 14. What is the 'Joshua Roll'?
- 3. Name the first opera ever 15. Why did not the aeronautical drawings and writings of Leonardo da Vinci play any part in inspiring any pioneer in the history of the aeroplane?
  - 16. Who tried to close the Empire Promenade in the 1890s?
  - 17. Prometheum belongs to a group of elements. What is the group called?
  - 18. What is a mutated plural?
  - 19. What was the name of the great Dutch astronomer who discovered a supernova in 1572 and who drew up a famous star catalogue?
  - 20. If you were in a Hummum what would you be most likely to be doing?

#### **ANSWERS**

4 84 46
wss ynwwnw
O. Having a Turkish bath. The original i
9. Tycho Brahe.
woman, louse and mouse.
are seven: foot, goose, tooth, r
vowel instead of by adding es or s. T
from the singular by changing the
8. The plural form of a noun which is r
7. Lanthanides.
6. Mrs Ormiston Chant.
L'Aeronaute in 1874.
the French aeronautical period
artical by Hureau de Villeneuv
Vinci's work came with an illusit
The first significant publication of
seronautical thought was too advan
late in the nineteenth century w
5. Because they remained unpr vilished
the year AD 700.
4. A Byzantine manuscript painted a
3. Sirhan Bishara Sirhan.
Shakespeare's work.
John Lyly (1554 ? -1606) influer
Igna sid bas seudqua bas il No
sen A shi saunqua ni batentanomab
2. Euphuism. Literary flamboys
Pare mem memora in an inch.

When their fervour cooled their leader

Mountains' to murder all crusaders.

their shickh, the old man of the

END	
Palestine, Moslem fanatics, sworn by	
assassins were a religious sect in	
hashish (original charter-member	
From Arabian hashshashin, eaters of	I
Latin-lingua, meaning tongue.	0
the case).	
(the term was sometimes used just for	
for perfume or as a guard against infection	
Balls of mixed aromatic substances carried	
Z8 July 1967.	
asw 7861 for and Steel Act 1967 was	
and Steel Act 1953. The Vesting Date	
was, of course, de-nationalised by the Iron	
Act 1949 was January 1951. The industry	
The Vesting Date under the Iron and Steel	•
with Pompey.	
province and crossed by him before war	
Rubicon was a stream limiting Caesar's	

that one becomes committed. The A boundary the crossing of which means Comic Opera. In Italian 'opera buffa'. growing.

To spread the knowledge of corn-٠ς It has an eccentric orbit.

(Z6SI Peri's Dafni (produced in Florence in from Majorca in the fifteenth century. supposed to have been brought to Europe A kind of glazed and ornamented pottery Clock Tower and Victoria Tower.

COMPETITION SUCCESS REVIEW, IANUARY 1995

7

























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## **Improve Your Memory and** Use More of Your Mind Power For Success in Competitions. (Most people use only 10%.) by Raj I

by Raj Bapna



My name is Raj Bapna. I want to tell you some eas from my new surprisingly powerful course Raj Bapna's Mind Power Study Techniques."

Thy Use Only 10% Mind Power Yogis have always known that each person's mind very powerful. The scientists now say that most copie use only 10% of their mind power. That pto 90% of mind power remains hidden and

My course teaches you to use part of this 90% to udy better, to improve your memory, and to get uccess in your exam and competition.

Surprising But True
Consider this. You have been learning many ubjects in schools or colleges for 10, or 12, or nore years. It is surprising that they do not spend ven I hour to teach you how to use more of your nind power for success.

My powerful, result-oriented course will help you n everything you want to study: English, Physics, Accounting, History, etc. and for IAS, PMT, IIT, lourd Exams, PO. Bank, UPSC, SSC, CA, CS,

Can't Make You Superman. No Magic.

I want to make it clear that my course cannot

make you a superman or give you success by magic

if you do not work hard.

What my course can do is to help you discover the hidden talents and natural abilities of your mind such as reading faster and remembering more in less

I guarantee that my course will help you towards success if you are a sincere and ambitious student who studies average or more, is different, and seriously wants to get success. Both toppers and ordinary students will greatly benefit.

Just as a strong foundation helps to build a good building, this course helps you to make the best use of your hard work and studying/coaching

#### **Improve Your Memory Quickly**

You will learn many easy techniques to improve your memory in this course. Let me give brief summary of two such techniques here Technique 1 The brain has two memory stores:

short-term and long-term Research shows that without revision, after 24 hours we remember only 18% After 1 month only 5%. It clearly shows that we must revise. But, most students do not revise systematically, so much of their hard work is wasted I teach you the powerful techniques "Systematic Revision" and "Daily Routine" so that you can revise and rememoer more in less time.

Technique 2: Scientific research has proved that

for better memory, we should take rest and not study continuously for hours. You will learn my technique "Rest Routine" to get maximum benefit from the rest. Th's technique relaxes you, changes your brain waves, and puts you in a "learning state"

#### Read Faster to Revise Faster

Everyone can learn to read and understand 300, Everyone can learn to read and understand 300, 500 or more words per minute. But, many of us read only about 100 words per minute. My "Finger Technique" will double your speed in 60 minutes. You may read slowly for these readons: (1) If you read aloud or move lips (2) If you hear sounds in your mind (3) If you read one word at a glance

rather than reading many words (4) If, without being aware, you read some words again and again.

This course will help you to overcome these habits. The best use of reading faster is not to study new chapters for the first time, but to revise again and again quickly so that you can remember more in

#### **What Will You Learn**

My course helps you in these Critical Success Factors: 1 Good increase in your memory & concentration 2. Your effectiveness to read faster and learn will increase greatly 3. Increase in your ability to study longer without getting tired (body or

#### Can You Answer These Questions

- For better memory, should you study early in morning or late in night?
- For better memory, should you read fail or slow? Should you study continu-
- ously or take rest? Do examiners give you more marks if
- you write more pages?

  Which vitamins can help your brain to function better and to improve your IQ?
- For how many hours must you sleep? Is it good for your IQ to eat just before



#### Proof of Benefit Our Student Sets

Ali India Memory Record Our student Rajiv Chaudhary has recently set a memory record

(Limca Book of Records). in interviews to many newspapers ne said, "The secrets of my newly developed memory

are postal courses Mind Power Study Techniques and Mind Power Music from the Mind Power Research Institute, Udaipur."

Before joining our courses, he was an ordinary tudent and scored only 52.3% in High School Exam.

Ask yourself: If this course can help someone to set a new memory record, can it also help you to improve memory and use more mind power for success?

What Newspapers, Magazines Say

"Simple, effective, practical techniques to improve over-all intelligence and mind power. Even average student can easily understand."

e'Powerful, practical, easy It will help all students, bank officials and others appearing for test, exams and inter-

**What Students Say** 

"Your course helped me to win GOLD MEDAL in AMIE exam. It has been of immense help to me."
Harsh Vaidhan Kha

- e"I topped DAV College Chandigarh. I increased my reading speed from 303 to 1000 words per minute."
- Senjeev Dixit, Penchkula, Heryana

  "Very useful for my BSc and ICWA exams. Within a single day, I increased my reading speed from 275 to 455 words per minute" S Jayaprakash, Madras, TN
- "I am very happy to inform you that my son Ravi Anand increased his reading speed from 228 to surpris-ingly high 1818 words per minute. Thank you for your course." — Dr M1 Singh MS Eye Surgeon, Bilhei
- "Unbelievably, I improved my reading speed from 75 to 200 words per minute. My son (in class 4) improved his memory. He also improved his reading speed from - Prof M Bhetnager, Phis Formerly in USA "I worked hard according to your techniques and im-
- proved. My parents are very happy. I had never before got distinction, but now I got 78% in Maths and 80% in Science. - Panka Kumar, Nasik, MS

mind) or feeling sleepy 4. You will experience that you are capable of achieving much more success than you currently do (even if you are already very good) 5. Enhance your intelligence 6. Improve writing, spelling, interview skills 7. Learn exam secrets to get more marks for what you have studied

8. Avoid big mistakes that can cause failure
You Will Also Learn These

1. Some major mistakes of exam days & how to avoid them 2. More techniques for improving memory, concentration, and intelligence 3. How to use time in the classroom for success 4. Mind maps: new scientific way to take notes 5. Program yourself for success using the power of beliefs, imagination, and Neuro Linguistic Programming 6. Advanced memory techniques to remember long sequences, spellings, and complicated things 7. Interview techniques for self-confidence & success 8. How examiners correct answer papers, and how to use this knowledge to get more marks 9. Mega-

#### Sio-Data

B E, BITS Pilani. M Tech, IIT Kharagpur. NTSE scholar. Rank 5 Raj School Board.

scholar. Rank 5 Raj School Board.

World-famous author. I published 3 computer books in USA including a best selling "MS-DOS Masters."

My first job as an engineer paid only Rs 1000 per MONTH. Just 7 years later, I earned 50 dollars per HOUR in USA as computer expert and writer.

At the peak of success, I left USA to do something in currous country. Many Jerus descriptions in the selling in currous country.

- our own country. Now, I spend my full time at the "Mind Power Research Institute."
- I also learnt French, Sanskrit, Karate, Breaking
- wooden board by hand, many Meditations, etc. Expert: Computers, English, Mind Power, Study Tech niques. Was a member of "Society for Accelerated Learning & Teaching, USA

vitamins can increase your intelligence during exam-days 10. How for 2 types of questions, you can get more marks.

Topper's Unique Course
Combines Best of USA and India
This unique course combines 5000 year old Indian
techniques with the latest scientific discoveries in brain research, nutrition, psychology, and music in America and other countries. This course is protected by the Copyright Law so nobody can copy this material.

Kind Power Music fer Learning

Our cassette has music and sounds from nature (river, hirds) and the subliminal messages (or Hidden-Messages) in this music bypass your conscious mind, go to your subconscious mind to help you.

Now a research paper, as part of Ph D work in the Department of Psychology, Sukhadia University, has academically proved that this music significantly helps

in learning/creativity and that it is as effective as mind machines. (Dr Thomas Budynski had found that mind machines increase IQ and grades/marks in school/exam)

## **60-DAY MONEY-BACK**

I am 100% sure that you will benefit greatly from my ourse, so I offer you this unique guarantee:

If you are not 100% satisfied with the course (code 805), simply return it so that it must reach us within 60 days of despatch from our office, and you get refund of your amount (minus Rs 40 for post&handling) by MC. No questions asked-you be the judge.

This is more than enough time to benefit. Actually many students benefit on the first day they get the course. And most benefit within 1 or 2 weeks. With the

course. And most benefit within 1 of 2 weeks. With a course, I also send a green poster of Bapna's Opical Illusion Technique for Concentration which was inspired by 5000-year old symbol of India called Sri Ibantra. Even if you return the course for money-back, please keep this amazing poster as my free gift.

You Decide ....
It is up to you now. You can turn this page as if you did not even read it, or you can decide to join this course to benefit from my hard work and success.

#### Discount Price

The discount prices this month are given below. Order now without delay to save and to benefit sooner.

	Course Code	Price + Post
Raj Bepna's Mind Power Study Techniques course		220+20
Memory and Concentration casselle (code 109 Rs. 60+25)+Mind Power Music book (code 400 Rs. 60+25) Combined after (109+400) discount of 29.17%	111	85+25
Soth courses above (805+111)	712	306+26

#### **HOW TO ORDER**

This course is not sold in shops because they do not give money-back guarantee. We send all courses by Registered Post only. No VPP. To order today, go to your bank or post office, and send full amount by D.D. or M.O. in the name of M.P.R.I. Udalpur (Ral) to: Director, Mind Power Research Institute R-1, Mind Power Chambers, Sector 4 Udaipur (Rajasthain) 313002

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## Support & Encouragement Essential

Vikas Garg (27) has achieved the 7th position among the successful candidates of the Civil Services Examination, 1998.

He has done B.E. (Electronics) and M. Tech.

We publish below an exclusive interview he gave to Competition Success Review.

CSR: What prompted you to choose Civil Services as your career?

Vikas Garg: Better social status, participation in policy making and power to take decisions.

- Q. How did your parents, family and friends contribute to your success?
- A. They provided me the support (mental as well as enthusiasm) which one necessarily needs to pass this exam. Their timely help always encouraged me.
- Q. Had you not been selected in the Civil Services Examination, what would have been your reaction? Which other service/career would you have gone in/opted for?
- A. As I was already working earlier in the Department of Telecom through the Indian Engineering Services and later in Customs and Central Excise Group A Service, I would have continued with that.
- Q. How would you visualise your success?
- A. I think of this success as the contribution from all of my friends, wife as well as parents who always encouraged me.
- Q. What were your Optionals for the Civil Services Examination?
- A. (1) Electrical Engineering, (2) Mathematics.
- Q. What was your criterion for the selection of the optional subjects?
- A. As I had graduated as an Electronics Engineer from Malaviya Regional Engineering College, the first was an obvious choice. Mathematics was chosen on the basis of its being a high scoring subject
- Q. How did you prepare for the Prelims ?
- A. I read NCERT books on History, Constitution of India by D.D. Basu, daily newspapers like The Times of India, The Hindu, The Telegraph, The Pioneer, etc, besides Competition Success Review and General Knowledge Today. I was comfortable with my Optional paper because I was quite confident. I think it is a good enough way to clear the Prelims. What matters is one's speed in answering the questions accurately without committing any misiakes.



Q. How did you prepare for the Mains?

- A. For the Mains, one requires thorough preparation. One must also consult the previous years' question papers in various subjects. My preparation centred on preparation for History through Bipan Chandra's book, Constitution, current events and science and technology through newspapers and magazines. I liid much stress on the two papers in Mathematics and paid only a cursory glance to the other optional—Electrical Engineering.
- Q. What is your impression about the Interview Board?
  - A. The Interview Board was very cordial.
- Q. Competition Success Review is the largest read youth magazine in English. How do you visualise the role of this magazine in moulding the careers of the youth?
- A. It provides a comprehensive set-up for preparation of Civil Services, covering current events, essays and discussion on optionals.
- Q. How did Competition Success Review help you in your preparation for the interview?
- A. The regular feature on preparation of Interview in Competition Success Review helped me to formulate my way of answering and preparing questions.
- Q. What is your opinion about Competition Success Review?
- A. Its main purpose is to serve the students in preparation for various competitive exams and I feel that it is fulfilling its objective.

"Competition
Success Review
provides a
comprehensive
set up for preparation
for Civil Services. It
is fulfilling its
objective."
—Vikas Garg, IA

- Q. What is your opinion about Genera Knowledge Today?
- A. It helps in preparing for the Prelims and short notes of two marks each in the Mains.
- Q. What do you think is a better way of preparation between selective, intensive study and wide, extensive study?
- A. I feel that selective, intensive study is the best while preparing for the Mains, but one should go for wide, extensive study at the initial stages
- Q Is pattern of the examination appropriate for selection? Would you recommend any other improvement?
- A. Yes, it is appropriate but I feel that the Fear, paper, which was reintroduced in 1997, can be done away with.
- Q Do you feel that there should be no restriction on the number of attempts?
- A. I feel that the restriction on the number of attempts is justified as four attempts is erough to satisfy the aspirants and test their ability.
- Q. With the resumption of Essay paper in the UPSC examinations, we are giving four senior essays every month. Is this focus-oriented, analytical feature helpful for the IAS aspirants?
- A. Yes, it is helpful as it widens your horizons of thinking about a topic and formulates your views.
- Q. How do you think Competition Success Recure could be more useful to the candidates?
- A. It can include on a Model Question Paper on General Studies for Prelims in January—May issues.

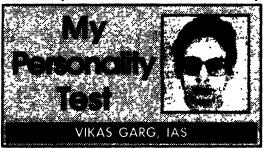
### It Was A Stress Interview

The Personality Test is intended to bring out the inherent traits and ntal qualities of the candidate. The Interview Board sometimes makes it stress interview deliberately in order to appraise such qualities as ellectual curiosity, critical power of observation, balance of judgement d alertness of mind of the candidate. Here is one such instance of a ress' interview.

This was my second interview. I was quite confident because I d prepared well for the interview and I had cleared the Civil rvices earlier also. As I entered the chamber, I greeted the Chairman d other members.

The Chairman read my bio-data and asked me about my

ducational hckground. nen he asked e about the se of my ngineering egree in Civil ervices. hink I ansered this uestion satisictorily. Other



uestions concerned the special features of Window '95 and Vindows '98, after which the Board moved on to such issues as the pnflict between TRAI, DoT and MTNL. The other members then sked me about economic liberalisation, its good and bad effects, rowth of tourism in Rajasthan, what the new Government is doing or industry, etc. Other areas included comparing the law and order ituation in Punjab, Rajasthan and Delhi, reasons of desert in lajasthan, its produce, Nobel Prizes in various fields given to ndians, nuclear blasts in Pokhran, their impact on India's economy, he threatened US sanctions and India's reluctance to sign the comprehensive Test Ban Treaty as well as the Nuclear Non-'roliferation Treaty. It was quite an exhaustive interview. My nterview lasted for about 45 minutes, and I answered about 5-70% of the questions. It was a stress interview and questions were asked even before I had completed a single point in the earlier juestion.

### **Inspiration For Civil** Services

We are pleased to publish here a letter from Mr. Vikas Garg IAS Topper 1997-98, (7th Position) and wish our readers a similar splendid success.

The Editor Competition Success Review 604 Prafhat Kiran Rajendra Place New Delhi-110008

Dear Sor.

The idea of preparing for Civil Sorvices came ts me through CSR only. It helped me to know what are the requirements for preparation for this examination.

I thank you very much for publishing such a good magazine. It helped me to prepare for my interview as well as for preparing the General Studies papers for the Mains.

The essays which are published in the magazine are of very high quality and helped me to prepare that paper very thoroughly. I am confident that you will continue to maintain such high standards.

With Best Wishes to you.

Vikas Garg. 1A5

## I Gave More Importance To Optionals

We learn from mistakes--ours as well as other's. In this column, the IAS Toppers share with our readers the mistakes committed by them it some stage of preparation for the examination-

Prelims, Mains, Interview, giving over-emphasis and under-emphasis on some subject, etc., so that you do not commit sımılar mistakes during your preparation.

-Editor, CSR

VIKAS GARG, IAS biggest mistake which I committed this time was in answering the General Studies question papers. I had given more importance to my optional subjects and had casually read for

the General Studies syllabus. Since I had prepared notes for General Studies, I felt a little difficulty in G.S. Papers and even misunderstood a question in History part of

G.S. Paper I. I felt a little difficulty answering the papers in General Studies. Since 1 had not allocated proper time to this vital aspect, I was at a disadvantage.

I feel that one should give equal importance to all subjects. One should also read the questions properly and understand them before rushing to answer them.

#### **Bio Data**

- ☐ Name: Vikas Garg
- ☐ Educational Qualifications: B.E., M. Tech.
- U School: G.D. Senior Model School, Abohar.
- U College: P.E.S. College, Bangalore, MREC, Jaipur, IIT-Delhi.
- Any Awards, Gold Medals and Scholarships Won: Stood Third in the Rajasthan University.
- Earlier Selections: Selected in Civil Services, 1994. Rank-188, IC&CES. Earlier selected in IES, 1993. Worked . \* in ITS Department of Telecom.
- Experience: Worked for 11/2 years in DoT; for 11/2 years in Customs and Central Excise.



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## Facing The Interview Board

(Right Approach)

#### The Candidate

Nandan Chhabra is a Ravi complexioned young man of average height and lean build. With his smuling face and friendly eyes, he proves to be quite lively, pleasant and cheerful. From his dress and grooming, we can conclude that the candidate has taken good care to present himself in a favourable light at the interview. His dark brown suit is well-tailored, and ironed; it fits him nicely to the 'T'. His light grey polyester shirt and deep brown tie go well with his suit. His brown shoes are wellpolished, finger nails clean, moustache smartly trimmed and long, thick hair on the head properly shampooed and combed. He reaches the venue well before the time scheduled for interview in order to fill in the forms and complete other formalities at the reception counter in good time and without any haste. This early arrival also affords him an opportunity to take some rest and relax before going in for the interview.

In the waiting room, he encounters two other candidates who had arrived earlier than him. He finds them engaged in some heated discussion and decides to join them. He requests for permission to join them. His smile broadens as he greets them warmly, shakes hands and introduces himself.

## Pre-Interview Discussion with Fellow Candidates

Chhabra : Good morning friends. I am Ravi Nandan Chabbra appearing for the IAS interview this morning. No doubt, you both are here for the same purpose.

First Candidate: Of course, yes, Mr. Chhabra. Good morning. I am pleased to meet you. I am Nair and our friend here is Mr. Sen. We arrived here about the same time. Mr. Sen, it seems, had appeared for this interview last year also. He feels he did not then make the grade because the Board did not ask questions on the topics on which he was prepared. This time he says he has come without any preparation to try his luck again. I have been pressing him to give me



some briefing as to how I should conduct myself at the interview in the context of his previous experience.

Sen: You see Mr. Chhabra, it seems our friend here Mr. Nair hasn't read today's newspaper. He thought I might have gone through it and asked me to tell him about the headlines and other important news. I was telling him to relax and not to worry at

Those who have mastered the art of speaking fluently and with clarity stand to gain a lot in life as much as in interviews. But such mastery can be had by only those who have confidence in themselves and who seek to enlarge the scope of their knowledge from different sources like books, newspapers, electronic media and interpersonal contacts.

all on this account. You see, last year I had read not one but three or four newspapers because my interview was then in the afternoon. But they did not ask even one question from the newspaper items. You will now agree with me that it is a sheer waste of time.

Chhabra: You can call me Ravi. Now about preparation in advance for the interview and reading of the newspapers, I feel it would give you some knowledge and confidence. It is always better to be informed than be ignorant. When you have

knowledge, you can always put it to goo use. On the other hand, if you do not posses knowledge, you may not even know whe the opportunity is knocking at your door

Sen (Showing some annoyance an irritation): Can you prove to me Mr. Chhabre I mean Ravi, in a concrete manner how you reading of the day's newspaper would materially help you in the interview?

Chhabra: Regular reading of the newspapers, periodicals and magazine enhances and broadens your general knowledge. We become aware of what it happening around us and what the current and burning issues of the moment are. The day's newspaper could tell you the latest developments on certain issues which are current and important.

Sen: All this I have heard before. And told you also that they were of no avail during my last year's interview. Now let us come to the brasstacks. I am sure you have read today's newspapers. Let us hear about the important news you found and how you will make use of it at the interview.

Nair: Yes, Ravi. I am also interested in that.

Chhabra: Recent newspaper headlines refer to the alarming financial situation in most of the East Asian countries like Singapore, Malaysia, Thailand, Indonesia, South Korea and even Japan. Similarly, the Russian economy is nearly bankrupt and on the verge of collapse. There have been change of governments in Australia and Germany after the recent general elections. The Russian President, Boris Yeltsin is in very poor health and facing mounting opposition. In America, President Bill Clinton is facing the threat of impeachment on account of sex scandals in White House. In India, the BJP coalition government is unable to take firm decisions because of the conflicting pulls and pressures of the coalition partners.

Nair: I get your point, Ravi. But there is one risk. If you introduce these topics on your own initiative, there is every possibility that the Board might ask you more questions in depth on the subject. Then you may be cornered. They might grill you.

#### WINNING STRATEGY

Propagation, well-planned in advance, with a timetable that angle to give justice to every midger, is the law to success, for this kind or propagation one may have in consult those who have appeared surface values must and integration and maintained to the propagation and with twing colours. Their valuable experience would provide the formulation for most comparable. But he addition bineprint will be largely yours propagate with the best those of others who have climited to success. A proper time management is part of your propagation and where intention study is a must your const affect in day-die over the limited time at your disposal. Dilline every hour and had in the best second to an analysis.

Chhabra: You are right. However, there no need to worry. As I said if we read the wspapers, etc., regularly and have lequate knowledge, we will be in a strong isition to answer all the questions well-

Sen: What happens if you have not been ading the newspapers, etc., regularly and oroughly? What happens if they probe ie in depth and I do not know the ackground and other facts?

Chhabra (With a friendly and encouraging nile): Not to worre. The best thing is to tell re truth and the Board will appreciate it. Sen: Won't that be taken as admission of our ignorance? To be frank, I got into this im last year but I managed by generalising nd shooting some lines.

Chhabra: Pardon me for saying so. But hat is not the wise thing to do. The Board an see through our bluff, waffle and what yot. It is better and proper to admit our gnorance when we do not know the answer or when we are unable to make meaningful omments. The Board will appreciate our nonesty and sincerity.

Nair: Thanks so much, Ravi. I am so nappy that we met this morning. I have earnt a lot and I can now face the Board with confidence. Well, here comes the nessenger summoning you for the interview. Best of luck.

Chhabra: Thank you. Wish you both the same. (He shakes hands again and takes leave of them. Next, he proceeds briskly with firm steps towards the interview room. He makes his entry after gently tapping on the door and ensuring that the door is closed vently behind him. He comes to a halt on approaching the seat meant for the candidate, springs to attention and greets the Chairman and members in a pleasant, cheerful and audible voice.)

#### The Interview

Chhabra: Good morning to you all, Sirs. Chairman: Good morning, Mr. Chhabra. Please do sit down. (He indicates the chair, provided for the (andidate.)

Chhabra: Thank you, Sir. (He sits down smartly keeping his legs close to the chair and sitting in an attentive, yet comfortable, position. He keeps his hands folded across his chest. There are no unwanted movements or mannerisms on his part. He is mentally relaxed and the smile continues to stay in his lips.)

Chairman: Mr. Chhabra, I see from your papers that you have studied in a public school at Shimla. Do you find any special advantage in locating the public schools at hill stations?

Chhabra: The hill stations generally have very healthy climate. Normally, the hill stations, especially during off seasons, are quiet places, best suited for studies. The distractions, including those from politicians, are comparatively less. Thus these locations do have certain special advantages for locating public schools and other educational institutions. I would recommend the setting up of big universities also at small and distant hill resorts. For instance, if the JNU had been in Kulu or Namital, there would

#### IAS TOPPER SAYS



A 1 had attempted the Mains Etate recapitably well, I was not some of golding a call for interview. So I was extramely pleased with the steely. I prepared the about a month for the interviews. I was diseased in a crosse columnel byll shirt and black issues

and block phone.

The same of the same of

The first question she saled me was vely I was leaving such a bright career in Computer Science for the Civil Service. Would it not amount to a waste of the money that was spent on me at III. Kengus ! I tepting that it was spent on me at III. Kengus ! I tepting that it was not a guestion of choice while opting for Computer Science in III. Just because I had a good suck in III. [IEE] had upted for it. The other members supported me by saying that this generally happened and opting for III is no longer a matter of choice.

My interview shuttled between different topics. I was asked about Windows '95, the difference between the marketing strategies of Microsoft and Apple, why Apple had latted whereas blicausoft had acceeded. The next member asked me about the Vasic problems of Coal India, and asked whether apartecan intering could be carried out without damaging the

whether apencial mining every environment.

The next member which me why people were criticizing Nehru and his policies and veloy we did not unbork upon liberalization on 15th August, 1947 itself. To this, I mentioned the depression in world trade and the lack of basic intrastructure as the ensoon. I also commented that when world trade picked up in the late 60s and early 70s we should have changed inward-looking policies. The final questions was related to my hobby—cricket: What is reverse eveling? I did not get an opportunity to explain the physics behind reverse eveling. None of the members was always with his questions. The members often manner of questioning boosted my confidence greatly.

I came out of the interview greatly satisfied with my performance and went out and informed my patents about it.

-Mr. Ritesh Kamar Singh, IAS

not have been so many student as well as staff agitations.

Comments: The grusp of the candidate is excellent. He also displays good initiative. First, he answers to the points raised by the Chairman. Next, he gives some concrete suggestions of his own. It is evident that he possesses adequate general knowledge and sound awareness. He is confident and displays willingness to accept challenges. His answer indicates that he is ready to answer further questions on the topic. At the same time, the candidate does not exceed the limit or attempt to bore his listeners. He leaves the further initiative or choice to the Board to continue the same subject or switch over to another topic.

First Member: Don't you think it would be a better proposition to develop our hill resorts into popular tourist attractions and earn valuable foreign exchange?

Chhabra: Certainly, Sir. I am fully with you that all our beautiful hill stations should become major tourist attractions. Not only foreigners but also our own brothers and sisters from different parts of the country should be encouraged and enabled to visit the hill stations. At the same time, let me hasten to assure you, Sir, that setting up educational institutions at hill stations in no way hampers their tourist potential.

First Member: However, our country has not been attracting as many tourists as it should. Can you tell me from your possible encounters with some tourists, why it is so? For instance, what measures could attract more tourists to Shimla?

Chhabra: Tourism as a big and specialised industry needs marketing and publicity in a proper way. Then, there should be necessary infrastructure and facilities. Finally, the irritants which act as deterrents should be removed. As for infrastructure, we need better hotel facilities, transport system, entertainment and the like. The irritants are so many, starting with customs, security regulations, health hazards, beggar problem, corruption, exploitation by unscrupulous agents and so on. In Shimla, I had volunteered to entertain quite a few foreign tourists during the afternoons and evenings at our house. By and large, they have referred to these aspects. Regarding Shimla, we must build an aerodrome on its outskirts. Now they come up to Chandigarh by air and then travel to Shimla by car or bus, which is time-consuming. The tourist traffic to Srinagar would be less than half if the airfield were not there. Next is the road transport, good cars for hiring and safe, wide roads.

Comments: This candidate has kept himself well-informed of his home state and home town. He enjoys a wealth of ideas and ably substantiates his arguments in depth. He answers the questions with confidence and courage and tactfully disagrees where he considers it necessary. We see consistency and intellectual integrity on his part. He has also constructive and workable suggestions to make in order to overcome problems and obstacles.

Second Member: Do you agree with the view that India's Pokhran II nuclear explosions have done more harm than good?

Chhabra: Sir, I do not entirely subscribe to this view, though America has imposed sanctions and the world reaction has been unfavourable or even hostile. India has been under great pressure to sign the NPT and the time was running out. Since India wanted to subscribe to NPT as a regular member of the Nuclear Club on par with the Big Five, it had to conduct Pokhran II nuclear explosions and establish its nuclear credibility. But America, in collusion with China, made Pakistan also conduct nuclear explosions on its soil and this has shifted the emphasis to nuclear proliferation and war between India and Pakistan. I feel this is only a passing phase. India is unable to take advantage of its nuclear capabilities because of its poor economic situation. Once India gets over its economic dependence it will emerge as a great power on par with France, the UK, Russia or even China. Besides, we may no longer be threatened by nuclear blackmail, especially by Pakistan and its ally China.

Comments: This candidate has taken keen interest and acquired substantial knowledge on current affairs and international events. His approach is mature and logical. He is able to analyse and correlate the various issues in a logical and realistic manner. As he is able to decide upon the priorities and come to firm conclusions, his organisational capacity and decision-making ability are rated high. He meets the challenges with determination and resourcefulness. He has also an eye for the details and plans with foresight und imagination

Third Member: Though India is committed to Free Economy with necessary reforms, removal of controls, etc., it has not done away with the public sector. How do you account for it?

Chhabra (Smiles): For one thing, the politicians do not wish to lose the economic clout they enjoy now. Next, the existing employees of the public sector oppose it, fearing job insecurity. The private sector emphasises merit in contrast to political patronage, caste considerations and vote banks.

#### WINNING CHECKLIST

eculary. These who comes you will be give a higher party or the who late same to present these you in the point. White and all with your

postern (off sense) to sufficieting the subdivid good allocate is you all your daily life founders is good not only the your date with the interview Board, but her the different focus of life.

2. Be of related behaviour for here: a world to who stow had for your by being composed and calm. \* Look at the intersection in you talk to bim.

A it diseas? Lost year is smaller when according demands. Do small when you appear for the interview and leave the room and whenever appropriate during the interview. A Speak clearly and loadly anough to be heard.

Fourth Member: Do you concur with the view that opting for public sector is a great blunder made by India?

Chhabra: I feel public sector by itself is not bad. On the other hand, it may even be necessary for equitable development of all regions in a vast country like India where several areas still remain backward and underdeveloped. We have failed to work the public sector profitably on a competitive basis. The public sector should be accountable and denied monopoly.

Fifth Member: What, in your view, is the cornerstone of Indian culture?

Chhabra: I would say tolerance and secularism, contributing to India's unity amidst diversity. Unfortunately, both are getting eroded, thanks to our short-sighted and power-hungry politicians. If we do away with the present linguistic States and opt for composite States as they existed before, we can preserve India's culture, unity and nationhood.

Comments: The candidate reveals good command over the specialised subject of his choice. He presents his arguments coherently and convincingly. There is enough meat in his arguments. His approach is logical and realistic. He is able to discern the essentials of a problem and suggest workable solutions with imagination and foresight. He is not swayed by others but prefers to judge things independently according to his own yardstick and norms. He does not

hesitate to differ and express his independe views when he feels the necessity for it. I impact on his audience is forceful and positi

#### Summing Up

Mr. Chhabra is a cheerful and please candidate with a friendly and warm disposition He displays excellent awareness, keen interior and capacity for sustained hard work. He talk pains to keep himself well-informed of curre affairs and reveals the ability to contribu substantially and constructively during discussions on national and internation subjects. He succeeds remarkably in creating strong and favourable impression on his listene by his sincerity, mature ideas, balanced view and rational approach. He speaks fluently a fervently in an objective manner, and reads wins over others to his way of thinking. He enjo abundant self-confidence and proves tenacio and determined to persist with his efforts attaining success in his endeavours. His habi are regular and, physically, he is quite fit. H approach is always constructive and systemati and attitude positive and optimistic. He w blossom into a very successful leader and prov a real asset to the organisation. Selected as highly recommended.

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New Delhi - 110 008

## **Words Have Power**

Words provide the wings to your ideas; bur ideas fly high or fall to the dust by bur words. Words are the tools with the Ip of which the mind also shapes ideas. ou can think in nothing else than words. hen words run out, you will arrive at the id of your thinking. When your vocabulary ins out and you come to the end of your tinking, you will find yourself pathetically peating yourself. Your thinking is exact ally to the extent you have words to make so. Words truly serve as the fuel of the tind as the latter cannot move without em. Lord Chesterfield said, "Words are the ress of thoughts, which should no more be resented in rags, tatters and dirt than your wn person should."

: Words have the magic power to move cople. You can motivate people surely and wiftly by using the right words. You can nake men and women sit up, shake nemselves free and jump into action if you an use the exact words. "Awake, arise and ⇔op not till the goal is reached," said Swami 'ivekananda about a hundred years ago and ven today it sets you in instant action. Sabraham Lincoln, Winston Churchill, Adolf Ulitler, Mahatma Gandhi, Subhas Chandra rose and all other renowned and great paders made millions act against great idds by using the right words at the right

Modern psychology tells us that human ehaviour is nothing but action resulting rom stimulus. And bulk of the stimulus is provided by words in the spoken form. A eader should remember that the individual, who knows what moves human beings, will have no difficulty in moving ahead himself. Many a treasure besides Alı Baba's is inlocked with a verbal key." There are vords which will evoke positive response and put others in a friendly and receptive nood. There is also a knack of asking juestions and the questions framed with the ight words will invariably get the very inswers you wish to have Words can suggest and plant your ideas on others in a ubtle and unobtrusive way. The power of suggestion has been reckoned as the most powerful influence in the world. The ounders of all religious faiths have excelled n winning people over to their creed by skilful use of this suggestive technique.

It is absolutely true that thoughts and ideas are fundamentally responsible for all your physical reactions. If by the use of right words one could influence your ideas and thoughts, you will act in the direction in which he or she wants you to act. The so-called hypnotic power in itself is nothing but the act of suggestion mostly through words. A look at the advertisement that appears every day in your newspaper and magazine can explain to you how people react to suggestion in many forms in

#### IMPROVE YOUR PERSONALITY

everyday life. "I suggest this dress," says the advertisement, "because you will make a terrific impact at the party"-and the dress is sold. "We recommend this paint," says the expert, "because it makes your room appear bigger and brighter"-and the paint is bought by all those who have dark, tiny

As a matter of fact, no one could possibly help using suggestions in their day-to-day contact with others. But what you can certainly do is to use the suggestion for creating a favourable and positive impression. For this purpose, you have to employ positive, bright, sunny words which sound like wedding bells. There is much in the way a person puts across his ideas which he wants to convey to others. An assistant could not precisely follow what the boss wanted him to do. He guipped, "Would you mind repeating that, Sir? What you said was rather confusing." The boss got terribly annoyed and ordered that this assistant should never bother or waste his time in future. Another assistant said under similar circumstances: "I beg your pardon, Sir, I find it difficult to catch up with your thoughts. Can you possibly explain it a bit in more detail?" The boss was only too happy to oblige and explain to his subordinate who had difficulty in following his superior's thoughts.

The leader has to select his words, so that they highlight the roses in brightness and keep the thorns in the background shadow. He should invariably give the other individual a positive choice, that is a choice between something and something and not between something and nothing. In other words, he should ask "which", and not "if". "You will run into trouble if you don't maintain your car this way" is the correct approach. It will have better appeal if the firm says, "Your car will give better service and consume less petrol if you maintain your car this way."

A leader who changes "my plan" to "our plan" and "my approach" to "our approach" will find it easier to carry his men with him. He should avoid asking, "Will you do this?" He will be able to motivate instantly if he says, "When you do this . . . " If you want to clinch an appointment, ask, "What time would suit you better, 10 or 11 in the morning?" The other person, in all likelihood will agree to one of the timings vou have indicated. If not, he is apt to indicate the time convenient to him. The wording of our question being positive, it has already taken the appointment for

granted. If you have asked, "Can I have an appointment?" there is a possibility of getting a negative answer, especially if the other person is busy and finds it difficult to think of a suitable time to spare for you.

The restaurant which trained its waiters to ask of the diners, "Will you prefer an ice cream, or would you have one of our special sweet dishes ?" generally got an order for either the two. When the waiters were earlier asking, "Would you like to have any sweet dish?" they often got negative answers and the restaurant had poor sales.

Using the words which subtly take things for granted is the suggestive method of the hypnotist. Skillful suggestions have the power to change a "no" into a "yes". The leader must learn to use, therefore, the words that prohibit a "no" at the very start. A subtle suggestion is a powerful instrument in the hands of a leader who has also the other required assets. He must ask the questions which are positive and which can get the answers he wants. He has to ask leading questions which carry the answers in them. Simultaneously, he must avoid negative trends in selecting his words. For example, "I confess I do not know . . . ", "Don't think I am crazy, but . . .", "I do not know anything but . . .", "I have my doubt whether this will be of interest to you but . . . ", and so on. When you begin like this, you have already lost your cause. Your listeners will have no faith or interest in what you would be saying. Instead, to motivate and influence others, you have to start on a positive note.

"I am happy to tell you . . . " "You will be keen to know . . . "

"I have something very interesting . . . " The audience will sit up and listen to you with special interest and enthusiasm. The leader must thus practise word magic. His words should convey positive ideas. He must use words to make others feel better and happier and give them the feeling of importance. Nobody is interested in troubies, misery, sickness, pain and unhappiness. If you are a perpetual prophet of doom, people will instinctively avoid you. You must always speak about cheerful things to ring the wedding bells. If you moan about your burdens and complain about your troubles, you will start tolling the funeral chimes.

Others have enough problems and troubles of their own and you don't have to remind and add to them by talking about your misery. People go to the movies and listen to music in order to forget their troubles, worries and problems. They will flock around you if you can ring the wedding bells with the choice of your words and attitudes. There may not be "magic words" any more. But words certainly "work magic" and the leader must know them, master them and use them to attain SUCCESS.

## Indian National Movement

Mr. K. K. Bhardwaj Eminent Author of History Books

#### Rise Of Nationalism

India has been a victim of foreign invasions since the dawn of human history. The fertile plains of India have been attracting hordes of marauding tribals from all over the world. Long back, Aryans from Central Asia invaded India and settled down permanently in this beautiful land where food and fodder were available in plenty. After a chain of invasions from the bordering countries through land routes, the European nations, including the British, took the sea route and came to India with the dual purpose of trade and territorial aggrandisement.

The Englishmen thus came to India as traders, but stealthily became her masters. India became the "brightest jewel" in British diadem. Their idea to civilise India was an cuphemism for exploitation. Neither the imperialist might nor the treachery of some of her sons nor the nerve-racking exploitation could curb the indonstable urge for "freedom of the people who bid defiance to time". They fought and fought heroically They never submitted. Their straggle for independence is an inspiring and exhilarating story. It is a story not only of firm determination and will, but also a story of sacrifices and sufferings, a story of heroism and courage, the stuft of all revolutions

But the Indian revolution was unique, a revolution without hate, without treachery, violence, arson and assassination. It was not only a political but a social and moral revolution as well. It was a fight against alten political domination and, at the same time, a revolution "radiant with a light which is not of this world". Yet it was essentially a modern revolution. It gave birth to a new India, resurgent with fresh ideas on different fronts.

The past glory, the great scriptures, the ancient civilisation and culture, and the inherent desire for freedom and liberation inspired the people to fight against foreign domination and liberate their motherland. Every community made its own distinctive contribution. The nation rose as one man in this great task. Yet certain factors like uneven economic and political developments, dying teudal economy, backward social structure, religious dominance, imposition of a modern ipitalist economy in a backward social /stem and the presence of foreign rulers to the time of the may for artition.

It was a saga of struggle between servility and freedom, imperialism and nation dismitudalism and capitalism, religion and ecularism, obscurantism and englitement, backwardness and modernism needs to be written yet. Passions and

emotions blur vision and dim the historical perspective. The time will not be far off when we look back at this great drama in a scientific spirit and without apportioning blame.

#### Growth of National Movement

The Indian National Movement was the political expression of intellectual and spiritual ferment as well as social and conomic development. The factors that gave rise to the national movement came in the trail of British conquest. It was the result of social and G.O. omic changes initiated by the British rule itself.

The British rule had two consequences: one destructive and the other regenerative. The old feudal economy was decomposing and a new capitalist society was taking roots. The Priesh rule helped the pace of this process. It provided the material base for the rise of nationalist forces. On the one hand, the British rule spread poverty and description and, on the other, it generated the will to fight for a free and democratic India. While the British pursued the policy of "divide and-rule", they also unified India administratively. They established a "bureau ratic" system, provided English education established the rule of law and intis acced liberal reforms. A middle class was born. Liberal ideas gripped the minds of the intelligentsia. The National Movement was a liberal movement to start with. Following may be considered as some of the important factors for the rise of nanonalem.

#### The Great Revolt

The Great Reveit of 1857 has been described as the First War of Indian Independence. It exercised formative influence on the evolution of nationalist thought. It was the first expression of the people's urge for freed in and liberty. Muslims and Hindus, princes and people, soldiers and commoners joined hands to shake off the shackles of the British rule. In spite of its failure, its memory remained ever fresh in the minds of the Indians, and it provided an inspiration for the future struggle for freedom.

#### Proclamation of the Queen— Magna Carta of Rights

After the Revolt was over. Queen Victoria made a pic Direction on the assumption of societizinty in 1855 promising equality of opportunity to the Indians and security and dignity to princes. It was described as "Magna Carta" of their rights. This

proclamation, however, remained only on paper since it was never translated into practice. At the same time, it became the anchorsheet of nationalism in the latter half of the nineteenth century. The Indian educated middle classes pleaded for its application and demanded equality with Englishmen in services. They invoked this proclamation to seek active association in the administration of India.

#### Racial Discrimination

After the suppression of the Revolt and consequent transfer of power to the British Crown, the bureaucracy became more arrogant. According to Garrat, the Revolt created a feeling of "active hatred" against Indians in the minds of the British officers. The Indians could not travel in the same compartment in which an Englishman travelled. The Indians were often assaulted by the Europeans. The administration of justice had become a "scandal". According to Garrat, the murders and brutalities committed by Europeans went either unpunished or were punished lightly. Lord Lytton passed the Arms Act under which ludians were deprived of the right of possessing arms and thus it introduced another discrimination between the Indians and the Europeans.

#### **Economic Exploitation**

During the British rule, the country's economy was paralysed. Its industry came to a standstill, irrigation was neglected unemployment became widespread exchange; olicy favoured British industries at the cost of Indians and a heavy drain or wealth was taking place by way of trade This ted to famines and outbreak o epidemics. It was more the lack of money to purchase food than the scarcity of food Hundreds of thousands of people died o story don. Anudst this famine and death the loyal Durbar was held at which the Queen assumed the title of the "Empress o India" The years 1873, 1875, 1877 and 189; are sad landmarks in the modern history o India-landmarks not of progress and prosperity but of desolation and disasters People were not only impoverished but also embittered. Ruthless exploitation of the people made them miserable and full o anguish against the foreign rule. Physica and spiritual sufferings of the people brought popular unrest to a dangerous point

## Reformation Movements and New Awakening

The end of the nineteenth century was period of religious revivalism and

## Gandhian Thought—Class War

sethil strongly held that class war was turing a genius of bodin and that Ramaraja was capable sering against rights to the prince and the peniod sering against rights to the prince and the peniod sering. The idea of class war does not against a finite a class war is not only not insulgable reachable if we have understood the accordance. The advised us not to be channel at the peniod and architecture sloggest imparted from the capable sering sering and architecture sloggest imparted from the land sering with an Eastern tradition.

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grantion of state-powers.

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reformation. The Ramakrishna Mission, the Theosophical Society, the Brahmo Samaj, the Arya Samaj and the Wahabi Movement not only marked the beginning of the Indian renaissance and religious and social reform movements but also produced vital political consequences. These movements not only fought against the prevailing social evils but gave a new confidence and pride to the people who became politically anti-British. They infused the spirit of liberty and an urge for freedom.

#### Western Education-Infusion of Liberalism

The introduction of English education infused liberal ideas of Bentham, Mill, Mazarin and Milton. The educated Indians imbibed the ideas of "liberty", "representation", "self-government", "nationalism" and "parliamentarianism". The English language helped people from different parts of the country to communicate and transact their business and bring them together. The National Movement in the beginning was, therefore, led by middle class businessmen and professionals like doctors and lawyers educated in English liberal ideas.

#### Vernacular Press and Propaganda for National **Emancipation**

During the latter half of the 19th century, the vernacular Press came into existence. In 1877, in Bombay Presidency alone there were 62 Indian language papers, in Bengal 28 and so on in other parts of the country. The total circulation of these papers was estimated at 1,00,000. These papers were generally critical of the administration and espoused the Indian cause. In 1878, the Vernacular Act was passed with a view to controlling Indian papers. Heavy restrictions were imposed. However, in spite of these restrictions, the Indian Press fostered nationalism and patriotism. The British administration was based on coercion and denied civil liberties. In the words of Annie Besant, India was enslaved and she wanted to be free.

#### Discrimination in Services

In the higher services, Indians were discriminated against. The Charter Act of 1833 and the Queen's Proclamation of 1858 had promised equality of opportunity in employment. But these promises were seldom kept. On the contrary, Indians were debarred from the covenanted service and other higher jobs. Surendra Nath Banerjee and Aurobindo Ghosh were disqualified on technical grounds. Bankim Chandra Chatterjee was disappointed, too. All positions of trust and responsibility were occupied by Englishmen. The Indian people were mocked at as "drawers of water and he-vers of wood". The educated young men of Indian origin were considered to be inferior to Englishmen in respect of intellectual ability and physical personality. The British policy was described by Lord Lytton in a confidential despatch. He said, "We all know that these claims and expectations of 1858 never can or will be fulfilled." Lord Salisbury rightly described the British pledges to Indians as "political hypocrisy". The demand for equality in admitting Indians into services became the starting point of Indian National Movement. Talking of the movement for demand of equality of opportunity of employment, Surendra Nath Banerjee, said, "The underlying concept and the true aim and purpose of the civil services agitation was the awakening of a spirit of unity and solidarity among the people."

#### Modern Transport and Communications

Prof. G. N. Singh says, "The growth of national sentiment was helped by the development of modern transport in the form of roads and railways. Lines of common communication knif up the vast country and turned geographical unity into a tangible reality." This made it possible to carry on political propaganda on the national scale. The same purpose was served by the administrative unity that the British administration brought about. The whole of India was subjected to the control of one unified administration that India had rarely seen before. It fostered the idea of nationalism. It, therefore, made possible for the freedom movement to grow into an all-India movement. Development of rapid means of transport and communication enabled educated Indian people to mingle with the mainstream of modern political thought. The educated Indians got an opportunity to go abroad and come in contact with free nations of the world. They studied the working of the democratic and free political institutions of the European countries. It infused in them a new love for liberty and freedom.

As a result of the cumulative effect of all these factors, a strong and effective national movement took shape.

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IIMS

## **Constitution Of India**

**Prof. (Dr.) M. V. Pylee** Former Vice-Chancellor, University of Cochin

#### **Basic Principles**

#### Secularism

The Constitution aims to establish a Secular state. The concept of Secular state, envisaged by the Constitution, is that the State will not make any discrimination whatsoever on the grounds of religion, caste or community against any person professing any particular form of religious faith. No particular religion will be identified as state religion nor will it receive any state patronage or preferential status. The state will not establish any state religion; nor will the state accord any preferential treatment to any citizen or discriminate against him simply on the ground that he professes a particular form of religion. The fact that a person professes a particular religion will not be taken into consideration in his relationship with the state or its agencies.

Although the term secular was not included anywhere in the Constitution, as it was originally adopted in 1949, the Founding Fathers of the Constitution were clear in their mind as to what they meant by secularism. Dr. B. R. Ambedkar, Chairman of the Drafting Committee, while participating in the debate in Parliament on the Hindu Code Bill in 1951, explained the secular concept as follows.

"It (Secular state) does not mean that we shall not take into consideration the religious sentiments of the prople. All that a Secular state means is that this Pathament shall not be competent to impose any particular religion upon the rest of the people. This is the only limitation dual the Constitution recognises."

In the Constituent Assembly itself several members had express to sure far ideas in more elaborate terms.

The Forty-se and concessionent to the Constitution, 1976 sought to make the position explicitly clear by introducing the term 'secular' as part of the Presimble to the Constitution. As a result, the Preamble now reads: "We, the people of India, having solemnly resolved to constitute India into a Sovereign, Socialist, Secular, Democratic Republic."

Secularism is a Western concept. In its evolution over the centuries, it took an anti-religious character. Later, the secular movement somewhat modified its totally hostile stand towards religion due to the influence of democratic ideas of tolerance and freedom of conscience. Yet it continued

to oppose the use of religious institutions and religious motivations in the legal, political and educational processes. So long as religion does keep to its own sphere, secularism is religiously neutral; it neither endorses nor disapproves of religiousness.

The concept of secularism as embodied in the Constitution of India cannot be viewed in the sense in which it is viewed in the West as described above, but only in the context of the following provisions of the Constitution. The Constitution guarantees freedom of conscience, freedom to profess, practise and propagate religion and also freedom to establish religious institutions and manage or administer their affairs. It prohibits discrimination on grounds of religion and guarantees legal and social equality to all by providing for equality before the law and equal protection of laws, prohibiting discrimination with regard to places of public importance and providing for equal opportunity in matters of public employment. The Constitution also guarantees to the religious minorities the right to establish and administer educational institutions of their choice and to conserve their script, language and culture.

These provisions would naturally indicate that our Constitution endeavours to build up in India the philosophy of secularism on freedom, equality and tolerance in the field of religion. And viewed in this context, it is clear that the Constitution of India does not build a wall of separation between the State and religion. The essence of secularism is that the state is non-partisan in its relations to citizens, no matter to whatever religion they belong.

Thus the distinguishing features of a secular democracy as contemplated by the Constitution of India are: (1) that the state will not identify itself with or be controlled by any religion; (2) that while the state guarantees to every one the right to profess whichever religion one chooses to follow (which includes also the right to be an agnostic or an atheist), it would not accord any preferential treatment to any of them; (3) that no discrimination will be shown by the state against any person on account of his religion and faith; (4) that the right of every citizen, subject to any general condition, to enter any office under the state will be equal to that of his fellow citizens. Political equality which entitles



any Indian citizen to seek the highest office under the state as opposed to what obtains in a theocratic state is the heart and soul of secularism, as envisaged by the Constitution.

#### Judicial Independence

The judicial function is, indeed, a delicate and difficult one. It involves the process of deciding what is just in a controversy between two or more contending parties. If the parties have no confidence in the impartiality of the Judiciary, justice becomes merely a word. Man's long struggle has been to live under a government of laws, not of men. Equal justice under law has for long been his cherished ideal, a system under which the same law is applicable to all alike Man has in all ages been striving to escape the regime that dispenses justice according to the political or religious ideology of the litigant or the whim or caprice of those who run the government. As a consequence of this struggle, there was established a principle of abiding value, that no judiciary can be impartial unless it is independent. Ir fact, the judicial process ceases to be judicia' the moment those who seek to judge cease to be independent of every form of external influence. Hence, the importance of judicial independence

The framers of the Constitution were aware that democratic freedoms were meaningless in the absence of ar independent machinery to safeguard them No subordinate or agent of the government could be trusted to be just and impartial ir judging the merits of a conflict to which the government itself was a party. Similarly, a judiciary subordinate either to the Centre or the States could not be trusted as ar impartial arbiter of conflicts and controversies between the Centre and the States. These were the compelling reason: for the creation of an independent judiciary as an integral part of the Constitution and for the adoption of judicial independence as basic principle of the Constitution.

In its bid to establish complete independence of the judiciary, the



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Constitution has first erected a wall of separation between the executive and the judiciary. After effecting such separation, it has created conditions that are conducive to making the judiciary independent. Thus, rigid qualifications are laid down for the appointment of judges and provision has been made for compulsory consultation of the Chief Justice of India in the appointment of every judge of the Supreme Court and the High Courts. The judges are appointed for a fixed period and their conditions of service cannot be altered to their disadvantage, once they are appointed. They are given high s alaries and their conduct is made a subject beyond the scope of discussion in the legislature. They can be removed from office only for proved misbehaviour. For this purpose, both the Houses of Parliament will have to pass resolutions against a judge, supported by a two-third majority of those who sit and vote and at least an absolute majority of the total membership

The judiciary in India, even under the British rule, was noted for its integrity and independence. Under the Constitution, its position has been made doubly secure so that it can become in reality the most impartial arbiter of the conflicts and controversies which fall within its jurisdiction. Anyone can approach it to secure the restoration of any fundamental right whenever it is violated.

#### **Federalism**

Federalism stands for a union or association of States resulting in the formation of a composite State with a separate and distinct Government at the Centre The Government at the Centre and the governments in the States share on an agreed basis the totality of government power There is, however, no rigid formula for such sharing of power. Hence, the federal form of government is an elastic form of government depending on the manner in which power is shared between the Centre and the States. The United States of America, Switzerland, Canada, Australia and Germany, to cite some of the leading examples of federations, have each a varying pattern of relations between their respective Central Governments and those of the States. But the basic objective of ederalism, unity in diversity, devolution of authority and decentralisation in administration, is clearly evident in every one of them.

India is a land of immense diversity with an essential basic unity. The diversity of India is tremendous; it lies on the surface and anybody can see it. And yet, beneath the diversity of physical and social features, language and custom, race and religion,

there exists an underlying unity and uniformity of life and living habits from Kashmir to Kanyakumari and from Gujarat to Nagaland. The framers of the Constitution could not ignore these basic characteristics and they turned to federalism as a solution to a number of problems they confronted in their attempt at framing a Constitution of a new, united India. Particularly, they wanted to preserve both the "infinite variety and the innate unity" that animated the length and breadth of India.

The choice of federalism as the constitutional form and as the basis of a national government in India was not a sudden development upon the transfer of power on August 15, 1947. It was there for many years and, in a limited form, it was already in operation in British India. For the solution to the constitutional problem of a multilingual multiracial, multicommunal country like India, with a vast area and a huge population, federalism was only a natural choice. Nevertheless, the framers were cautious to ensure that the unity they sought to establish through federalism was of an abiding nature, and in case of a future conflict between unity and that diversity preserved under the Constitution, the former should prevail over the latter.

## Cabinet System Of Government

The most distinctive characteristic of a Cabinet System of government is the complete and continuous responsibility of the executive to the legislature. The Cabingi is composed of the Prime Minister, who is the chief of the executive, and his senior colleagues who share the responsibility with him for the formulation and execution of the policies of the government. In contrast to a system of checks and balances under the Presidential System of the United States of America, the Cabinet System embodies the principle of concentrated authority under strict control. The Cabinet is the central shaft to which all the other agencies of the government are geared. Individual members of the Cabinet are heads of the different departments of the administration. Collectively, the Cabinet shapes the programme of legislation which is submitted to Parliament and from it emanate the broad and general policies. Parliament also checks and controls the performance of the administration. Thus, the Cabinet System facilitates, on the one hand, the intimate cooperation between the executive and the legislature and, on the other, ensures the responsibility of the executive to the legislature, the representative of the

Under the Cabinet System, the Head of the State occupies a position of great dignity, but practically all authority, nominally vested in him, is exercised be the Cabinet or the ministry whice assumes full responsibility for act performed in his name. The unity an collective responsibility of the Cabineare achieved through the Prime Ministe who is the Keystone of the Cabinet Archies colleagues in the Cabinet are appointed on his recommendation and they always gout of office along with him. He is the central both to the formation and the dissolution of the Cabinet.

The real merit of a Cabinet System is the the executive being responsible to th legislature is always being watched. Th moment it proves unequal to the task, or goes off the track or flouts the will of th legislature, it can be removed from office b a successful vote of no-confidence. Unde the modern party system, if the party i office has a stable majority in the legislatur the Cabinet may wield overwhelmin power, so long as the members of the part are solidly behind it. Under such condition as Professor Herman Finer put it, "Th Cabinet, although a creature of Parliamer will assert and no cabinet will be able to dominate."

The Constitution of India has adopted a basic principle the British Cabinet System almost in its entirety. The only special featur of the Indian Constitution which deserve special mention in this context is the position of the Prime Minister. The Constitution expressly gives him a distinctly superinguistion by making him the Head of the Council of Ministers. In Britain, although practice, the Prime Minister holds a superinguistion, he is, at least in theory, describe as First Among Equals.

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## Who...What...When...Where...Why

You Ask The Question — We Will Find The Answer

What is the present status of Falklands Islands?

-P. Mahadevan, Chennai (Tamil Nadu)

What is Telemedicine !

A specialist residing thou

The Falklands Islands, situated in South Atlantic Ocean, off orgentina—called Islas Malvinas by Argentina—has been a British olony since 1838. Argentina forcibly occupied the archipelago for 4 days in 1982, touching off a war between Argentina and Britain which ended the short-lived rule of Argentina over the disputed slands.

Is India a party to the UN Convention Against Torture?
 —P.K. Sabharwal, New Delhi

The Convention Against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment was adopted by the UN General Assembly as early as 1984. The Convention entered into force on lune 26, 1987. By December 31, 1991, there were 64 State parties to the Convention, which obliges States to make torture a crime and prosecute and punish those guilty of violating it. The Convention

notes explicitly that neither higher orders nor exceptional circumstances can justify torture. It also provides for the trial of lorturers.

India signed the Convention Against Torture only on October 13, 1998, pledging to make torture a crime under the Indian law, taking steps to preventing it and punishing those responsible for it, irrespective of any exceptional circumstances. On behalf of India, the Convention was signed by Mr. Kamlesh Sharma, India's Permanent Representative at the UN,

How many cinema theatres to we have in India?

—C.A. Ramakrishna, Mysore (Karnataka)

According to the information made available in Rajya Sabha in July 1998 by the Information and Broadcasting Minister, India has 17,585 registered cinema houses, with the Southern region accounting for nearly 60 per cent of the cinema halls (7,874).

• Can you enlighten us about the London tea auctions?

-Mohit Kumar, Delhi

The famous London tea auctions came to an end in June 1998 after a history spanning [ 319 years. The auctions were launched by the East India Company in 1679, although its significance declined with the passage of time. Yet, substantial quantities of Indian tea, especially Assam tea, were still marketed through the London auctions. At the last auction about 1.5 million kg of Assam tea was auctioned off. Changing rade practices took off the bite of the historic auctions as the tea trade moved on to direct dealing between buyers and producers, eliminating the auction rooms that dominated world trade in tea for three centuries. Many Indian gardens have already been dealing directly with buyers rather than taking tea to the auctions in London. Quantities of tea auctioned at the London auctions fell from 95 million kg worth about 210 million pounds in 1980 to 23 million kg worth about 50 million pounds in 1996. Many of the tea-producing countries have now set up their auctions that eliminate the London middlemen.

Such auction centres now operate in India and other important teaproducing countries like Kenya.

 What is the present salary of the President, the Vice-President, Governors and MPs of India ?

—T.C. Jain, Saharanpur (Littar Pradesh)

The salaries of the President, the Vice-President, the Governors and the MPs were revised in August 1998. Accordingly, the President of India gets a salary hike from Rs. 20,000 to Rs. 50,000 a month and a pension of Rs. 3 lakh per annum. The emoluments of the Vice-President have risen from Rs. 14,500 to Rs. 40,000 a month whereas the salary of a Governor has gone up from Rs. 11,000 to Rs. 36,000 a month. The salary of MPs has increased from Rs. 1,500 to Rs. 4,000 a month. The MPs are also entitled to a daily allowance of Rs. 400 and a monthly pension of Rs. 2,500.

● To whom is attributed the invention of a Cardiac Pacemaker?

-D.C. Pereira, Panaji (Goa)

Wilson Greatbatch is said to have made the medical cardiac pacemaker that has helped millions of people with heart diseases. He also invented batteries to keep the pacemaker running without adverse physical effects from the battery chemicals. How does nitrogen dioxide (NO.) affect our environment?

—P.A. Wadhawan, Jalandhar (Punjab)

Nitrogen dioxide is a yellowish brown, highly reactive gas that plays a major role, together with volatile organic compounds, in the formation of ozone. Nitrogen oxides form when fuel is burnt at high temperatures. When released into the atmosphere, they are one of the major causes of fog. The major sources of this gas are cars and trucks, and stationary fuel combustion sources such as electric utility and industrial boilers. Nitrogen oxides can irritate the lungs and lower resistance to respiratory infections such as influenza. Prolonged exposure to higher than normal concentrations of nitrogen dioxide can cause pulmonary angina. This gas is also an agent of acid rain.

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Who is the youngest man to win Wimbledon singles title?
 —P.S. Jha, Patna (Bihar)

As per The Guinness Book of Records 1999, German tennis star Boris Becker became the first unseeded player and the youngest ever winner of the Wimbledon men's singles title at the age of 17 years 227 days in 1985. He retained the title the following year, and in 1989, having won the US Open for the first time, took home his third Wimbledon title. Becker was beaten by Michael Stich in the 1991 Wimbledon finals, having lost to Stefan Edberg in the 1998 and 1990 finals. In 1997, he announced his retirement from Wimbledon and the other grand slam tennis tournaments after being beaten by Pete Sampras in the quarter-finals. At that time, Becker had more than 40 career titles to his name and had won at least two titles every year for 12 consecutive years. In 1998, he came out of semi-retirement, reaching the quarter-finals at Monte Carlo in April.



EDITED BY VIMLA PATIL . DESIGNED BY NILUFER PALIA

competition आरबब्द्या

# Young designers CREATE young fashions

wo young girls, Aaliya and Arshiya Fakih, have burst like shining meteors on the Indian fashion design scene in recent times. Both sisters come from a family which has been in the textile and garment business for generations. Their mother, Naseem Fakih of Naseem Creations, is a well known designer of Mumbai and sells thousands of salwar kameez sets in a wholesale business which covers all Indian cities, the Middle East, Europe and the US. Her outlet in Mumbai, named Cover Girl, is patronised by the celebrity crowd of the city. Now, the two young debutantes, armed with the highest qualifications in the field of design, have returned home from the United States to create clothes for young women like themselves.

The two sisters have similar qualifications. Both have graduated from the Fashion Institute of Technology, New York and the National Institute of Fashion Technology, Mumbai. They are both graduates of commerce from Mumbai University. Additionally, Arshiya has also studied at the Sir J. J. School of Fine Arts. They have both qualified in design, production and merchandising. Both

by clothes on tables a cathelia's cathelia's cathelia's generated your fer and your fer as the bars go by to do the fearers, says tally a antifrably a cathelia two young cathelia stars of the stars of

by Imia Pati





here is more than a grain of truth in the cliché that in youth, one has the face one is born with, but by later age, one has the face one deserves, or in other words the face one has created oneself. This is very obviously true because the expression on one's face gives it the lines which are permanently etched into it. Therefore, the secret of a good skin is the right attitude to life and additionally, the right use of cosmetics to keep it supple and smooth. Many beauticians say that the skin on the face should be watched carefully for that is the greatest beauty asset of a woman. If the skin is dry, the correct creams and lubricants should be used according to the weather or season to nourish it back to health. If it is acquiring lines or crow's feet before its time, exercises to firm up facial muscles

should be used.

No longer do Indian women have to depend upon trends in the West for their make-up and cosmetics. Right here, Indian manufacturers are offering them an exciting range of colours and textures in cosmetics which are created specifically for the dusky beauties of this country...

by Maya Rao

Cleansing is vitally important for all skins so that waste matter like perspiration and outside dust particles or pollution-generated soot and stale make-up are completely removed before a radiant look is achieved with the use of make-up. A rich cleansing cream often does the trick. Using upward strokes while applying creams or face lubricants is a must if the suppleness of the skin is to be maintained. Toning it with a skin freshener should follow. A wad of cotton wool, dipped in an ice cold freshener, can rejuvenate the skin in a short time and get the skin ready for make-up. Most Indian women wear little foundation, and resort to a face powder for day wear. But in the kind of climate we have, it is advisable to use a moisturiser each day and then use a compact or loose powder to create a matt finish for the complexion. Indian cosmetic shops offer a good variety of moisturisers, cleansers and face powders or foundations which serve the purpose of beautifying the Indian woman with specific colour combinations and an uncanny understanding of her natural colouring. Several fine products are available in this range.

Cosmetics are usually divided into two categories. There are those which are created to merge with the skin and create a satin-like, smooth look. In this category come creams, powders and moisturisers which have a vital role to play in beauty culture but which are, by their nature, often invisible. The other category of cosmetics are known as colour cosmetics. These are lipsticks, nail varnishes, rouges, eye shadows, kajal pencils or sticks, lash enhancers, eye liners and other coloorants. If Indian companies have created powders and foundations to suit the Indian

**∢ Malaik**a Arora : 1998's top model

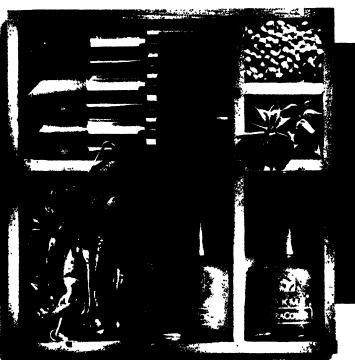
complexions, they have now undoubtedly excelled also in offering in the market an unimaginable variety of colour cosmetics which should excite even the most make-up wary women. Colour cosmetics are being worn today even by small town and rural women and cosmetic companies have been encouraged by the increasing sales in non-urban areas to put forward a plethora of products which create unprecedented possibilities for excellent make-up. Some time ago, Lakme, one of the premier companies which has been exporting Indian colour

Bipasha Basa

cosmetics to many Asian countries on par with the European nations, created the Wine Collection in which browns, maroons, mauves and burgundy were the colours highlighted in lipsticks and nail polishes. Recently, Lakme went one more step forward. They created another new range called the Spice Collection, and inspired super designers like Wendell Rodricks to create a fashion collection of mindboggling clothes displayed by top models to go with the colours of the new cosmetics. Though Lakme is the market leader in the cosmetic business and makes creams and fragrances, their colour cosmetics win the hearts of women everywhere. At a recent event in Mumbai, they presented a mini fashion show at the Fashion Bistro where models like Bipasha Basu, Ujwala Raut, Aditi Govitrikar and others displayed the new Spice Collection cosmetics and wore the spicy fashion outfits designed by Wendell. Spices like hot chillies, cinnamon, cardamom, ginger and pepper are intrinsic to the Indian soil and the browns, the muted or bright reds, the maroons and the shining, mellow gingery browns suit the sensuality of the Indian woman very well indeed. This warm palette of colours, launched in time for the cool months of the winter, is indeed a scintillating idea in the cosmetic trade and there is no doubt that women in search of beauty and

glamour will make their choices from this newest range of lipsticks and nail polishes to begin the winter with style and panache.

Yet another display of cosmetics to prove how important make-up is for any modern woman looking for success in all areas of life, was held at the Taj Mahal Hotel when one more Lakme Orchid range of make-up was demonstrated by experts like Michel, Mara and Cory on live models. Here, a new mascara



and new gold shades in lipstick were introduced to the invited good looks buffs. It is predicted by beauty *pundits* that gold and copper on the lips and aquamarine and green-blue on the eyelids will catch admiring eyes this festive season.

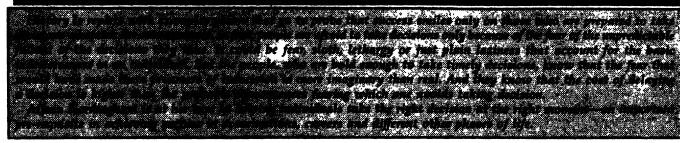


East & West make-up looks . •

## How To Make Successful Decisions

Alison Hardingham

**Eminent Educational and Occupational Psychologist and Family Therapist** 



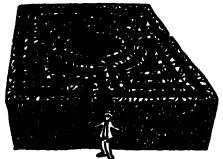
## TAKING ADVICE WITHOUT BEING TAKEN OVER: OTHER PEOPLE AND YOUR DECISIONS

There are a few situations in which it is particularly easy to make this mistake.

The expert adviser. When you ask someone for information who can reasonably be assumed to be knowledgeable in that area, it is tempting to treat what he tells you as fact. If you have a friend who is a primary school teacher and you are deciding which school to send your child to, you may consider the information she gives you on different approaches to teaching reading to be reliable and true. Knowledge in a subject area is no safeguard against prejudice, however. Even experts have axes to grind. You can afford to be no less vigilant when you ask an expert for information than when you ask a non-expert. Perhaps your teacher friend is biased in favour of the method used in her own school. She will describe it more attractively than she will other methods. Perhaps she is keen to impress you. She will describe experimental methods as if they were well understood. Perhaps she has a child of her own with reading difficulties. That will influence profoundly anything she says about teaching reading.

The reassuring adviser. If someone tells you what you have been hoping to hear, you will be irresistibly tempted to believe them. This situation is particularly likely to occur when you have half-made your decision. In a similar way, people who tell you things which appear to simplify your decision, make your choice clearcut and straightforward, are likely to be viewed as particularly reliable sources of information.

The likeable adviser. People we like are much more convincing and easy to believe than people we dislike. Also, if we want to be liked by someone, we don't question what they say. If we don't care about them, we either take what they say on its merits or disagree with it on principle. It is possible to become part of a vicious circle, where we choose people to be our friends because we like what they say and we believe what they



say because they are our friends. This is cosy and comfortable, but not conducive to that kind of decision-making which brings about constructive change.

How to tell fact from fiction. The implication of this section on information and advice is that we have to remember that all information we are given may be coloured by the particular views and belief system of the giver. We have to be especially vigilant when the information we are given is expert, reassuring or from a likeable source.

How can we tell when information is biased, and how can we make sure we remember to check? Here are five questions to ask yourself when someone gives you an important piece of information bearing on a decision you are making.

- .Has the information-giver anything to gain if I decide one way or the other?
- Has the information-giver anything to lose if I decide one way or the other? (Things to gain and lose include money, status, influence, face.)
- Does the information-giver have strong political, religious or other views which might influence him in this area?
- Has the information-giver had any personal experience which might have biased his view ?
- Is the information-giver under the influence of anyone with something to gain or lose from my decision?

It is very unlikely that the answer to a these questions will be no. But once yo have asked them, you will be better place to allow for the bias in the information yo receive. You can balance the people whos advice you seek so that the bias cancels itse out. Or you can simply adjust the amour of salt you take with the information.

Bad reasons for consulting other peopl

It is clear from this chapter that I consider consulting other people to be an important part of most effective decision-making. While recognising it to be an activity fraugh with the twin dangers of being misled an being taken over, it is vital in providing the decision-maker with information an comment to guide his thinking and provole rethinking. So the right reason for consulting out.

Often, however, we consult others for the wrong reasons. Then our decision-making unlikely to be assisted at all by doing so there are seven common bad reasons for consulting other people, so that you can check that none of them is your reason netime.

- You want them to agree with you. Unle the person you consult cares about yo very much, he will agree with you soon as he sees that's what you real want and so you will have learned nothing.
- You want someone to blame if things go wrong. This is a very bad reason and as we have already discussed could lose you friends and a lot more besides.
- You want them to like you. As a start to a friendship asking advice isn't very auspicious, since it sets the relationship off on an asymmetric footing. And asking someone for advice when you desperately want them to like you means you are in no state to assess calmly the information they give you.

- You want attention. You should never undervalue yourself to the extent that you use important decisions in your life as conversation openers or bridges to social success.
- You want a shoulder to cry on. Crying on shoulders is often necessary, but don't confuse it with getting advice.
- You want to influence them. Pretending to ask someone something when really
- you want to tell them something is dishonest.
- Other people think you ought to. Try reading this feature again from the beginning.

#### **EXPENSIVE DECISIONS: TAKING PROFESSIONAL ADVICE**

What is meant by 'professional' advice The previous chapter was concerned with e care you must take when consulting her people informally about your decisions. his chapter is concerned with formal lvice, and even more care is needed here. I define professional advice as advice hich costs you money. It is not to be infused with advice from a friend who appens to be an accountant, or a cousin ho happens to be a solicitor. Professional lvice is uniquely valuable precisely cause it costs you money. You will take it ore seriously because you paid for it and, deed, the more you pay for it, the more eriously you are likely to take it. Your iviser has a clear commitment to provide good advice, since he can be used for not doing so. Your rights are clearly defined, and so is his commitment.

I also include as professional advisers people whose services are not paid for by you personally but, in whole or in part, by the State on your behalf. These can be, for example, doctors, dentists, and marriage guidance counsellors. The discussion in this chapter applies to them just as it applies to those advisers who are costing you money personally. Their advice is not free, and your rights and responsibilities vis a vis that advice are the same

Some advice is classed as professional because the person giving it is being paid for doing so, although particular consultations are not charged for as such. A typical example of this kind of role is a bank manager. The guidelines in this chapter apply to these people too.

When you need professional advice

Because it is expensive, professional advice must be taken sparingly and used well. It is necessary when one or both of two conditions prevail.

- 1. You need specialist information of the kind only a professional can give
- You need to consult someone within the kind of formal framework a professional atuation provides.

Let me clarify the distinction between these two conditions. If you are deciding whether to divorce your husband, you may need precise information on your legal rights, the steps you can take, the position you will be in after you have taken them, and so on. Condition One prevails, and you need to pay for a solicitor's advice.

You may also, or alternatively, need an objective and professional view of your marriage, its future, and your own development within the marriage, of your reasons for thinking of ending it and your expectations of life alone. Condition Two prevails, and you need to pay for a family therapist's advice.

Under Condition One, you are paying for information. Under Condition Two, you are paying for objectivity and professional commitment. It is possible that you can save money under Condition One by buying relevant books and papers. You will certainly lose a lot of time, and you may also miss out on important 'inside' information which it is very difficult for a layman to obtain, such as the favourite judgements of different judges. It is possible that you can save money under Condition Two by using friends or acquaintances as counsellors. It is highly unlikely that they will be objective or committed. I think that for certain types of personal decision, professional advice is indispensable. How expensive it turns out to be is largely up to you.

#### The brick wall principle

The guiding principle which dictates both whether you need professional advice at all and, if you do, when precisely during the total decision-making process you need it, is one which I call the brick wall principle. If you feel you have reached a brick wall, which prevents your progressing your decision-making, then you may well be at a point when professional advice is the only thing which will move you on.

The brick wall principle assumes that you have already engaged in all the other decision-making activities we have described so far, yet despite your accumulation of information, and consultation with any appropriate friends and acquaintances, you feel you are still some way from being able to make the decision. More than that, you do not know what to do next. You have done as much as you can by yourself. Now you need reliable and qualified input from an external source.

You have reached a brick wall because there is information you need which you cannot acquire on your own. You require professional advice under Condition One, described above, which will give you the information you need. You may alternatively have reached a brick wall because your own pattern of thinking and feeling about the particular decision you are trying to make is taking you round and round in circles. You require professional advice under Condition Two, which will break your pattern of thinking and feeling and help you to see the decision in a new light.

#### Preparing for the consultation

When you believe you have identified a requirement for professional advice, write down why you need to consult a professional and, if it is because Condition One prevails, what information you need from him precisely. Suppose you are deciding whether to declare some income

for tax purposes or not. You probably need to consult an accountant. What information do you want from him? Your list of questions might look like this:

- 1. If I declare this income, how much tax will I be liable for ?
- 2. Can I declare it in such a way that my tax liability is reduced or eliminated?
- 3. If I don't declare it, what are the likely consequences?
- 4. If I don't declare it, and the Inland Revenue find out, can I justify my not declaring it?

Making a list like this will ensure, under Condition One, that there really is information you cannot obtain without paying for it. It will also identify for you the information you have to provide your professional adviser with for him to do his job properly. In the example above, you will have to provide him with details of all your other income for him to answer question 1, and also details of your personal circumstances. This approach enables you to make the best use of the accountant's expensive time.

#### How much advice?

Once you have a clear idea of what you need professional advice for, you can begin to work out how much advice you are likely to need. Almost always, you pay for profassional advice by the hour. I have known therapists who charge according to their degree of success, but this is unusual, and of course there are agents who will charge commission rather than bill you for their time direct. But generally the more of a professional's time you take up, the more you have to pay. So that is one strong reason for minimising the amount of advice you buy.

There is another less obvious but equally cogent argument for cutting down as much as possible the amount of a professional's time you take up. The more time you spend with a professional adviser, the less officient use you will make of his time. If you know you have a limited time, you are more likely to plan your own use of that time carefully and stick to that plan. Also, and relatedly, the more time you spend with a professional adviser, the more he will be part of the scenery rather than an agent for change. So select the points at which you need professional advice on the brick wall principle, and then take the minimum amount of professional time necessary to get over that brick wall. Initially, it is wise to book a single consultation. Use this consultation to make a judgement on the competence of the adviser you have selected. Then, if at all possible, use it to plan how many more consultations you will require.

(To be continued)

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## **Tourism Management Entrance Examination, June 1998**

Conducted by Indian Institute of Tourism & Travel Management (IITTM), Gwalio (Ministry of Tourism, Government of India)

#### **TEST - I: REASONING**

Directions (Os. 1 to 5): In each of these questions, find the pair of the words which is different from the other three pairs of words:

- Q. 1. (1) Oil-Lamp
  - (2) Water-Tap
  - (3) Power-Machine
  - (4) Oxygen-Life
- Q. 2. (1) Knife-Dagger
  - (2) Pistol-Gun
  - (3) Car-Bus
  - (4) Engine-Train
- Q. 3. (1) Mother-Father
  - (2) Sister-Brother

  - (3) Master-Servant (4) Uncle-Nephew
- Q. 4. (1) Car-Engine
  - (2) Ticket-Train
    - (3) Ink-Pen
    - (4) Stamp-Letter
- Q. 5. (1) Light-Heavy
  - (2) Broad-Wide
  - (3) Big-Large
  - (4) Tiny-Small
- Q. 6. A, B, C, D and E play a game of cards. A says to B, "If you give me three cards, you will have as many as E has and if I give you three cards, you will have as many as D has. A and B together have 10 cards more than what D and E together have. If B has two cards more than what C has and the total number of cards is 133, how many cards does B have?
  - (1)35(3)25(3)23(4)22
- Q. 7. A clock is so placed that at 12 noon its minute's hand points towards north-east. In which direction its hour-hand points at 1.30 p.m. ?
  - (1) East
- (2) West
- (3) North
- (4) South
- Q. 8. If A + B = C + D, B + D = 2A, D + E > A + B, C + D > A + E, then
- (1) A>B>D>E>C (2) D>B>E>A>C
- (3) A>D>B>E>C (4) D>A>B>E>C
- Q. 9. If A + E = B + C, A + B = C + D,
- B+C>D+E, A+D>B+E, A+E>C+D, then
  - (1) A > C > B > E > D (2) C > A > E > B > D
  - (3) A>E>C>D>B (4) D>B>E>A>C
- Q. 10. If A + E = B + D, A + B > C + E,
- A + D = 2B, C + E > B + D, then
  - (1) C>A>B>D>E (2) A>B>C>D>E (3) C>B>D>A>E (4) C>B>A>E>D
- Directions (Qs. 11 to 15): In each of the following sequences some letters are missing which are given in that order as one of the four alternatives under it. Find the correct atternative in each question.

- Q. 11. c bba cab ac ab ac
- (1) bcacb
- (2) babcc (4) acbcb
- (3) abcbc
- Q. 12. a bc c abb bca -
- (1) abbba (3) cccbc
- (2) accba (4) cbbac
- Q. 13. -c bd cbcda a db a
  - (2) daabbc
- (1) bdbcba (3) cdbbca
- (4) adabcd
- Q. 14. a bc a bcda ccd bcd -
- (1) abddbd
- (2) acbdbb (4) adbcad
- (3) adbbad
- Q. 15. cb ca bacb ca bac d
- (1) addddb
- (2) addbbb
- (3) bddddb
- (4) bbbddd

Directions (Qs. 16 to 20): One hundred and twenty-five cubes of the same size are arranged in the form of a bigger cube  $5 \times 5 \times 5$ ). From one corner of the top layer of this cube, four smaller cube  $(2 \times 2 \times 1)$  are removed. From the column on the opposite side, two cubes  $(1 \times 1 \times 2)$ are removed, and from the third corner, three cubes  $(1 \times 1 \times 3)$  are removed

and from the fourth column four cubes (1 x 1 x 4) are removed. All exposed faces of the block thus formed are coloured

Now answer the following questions based on the above statement.

- Q. 16. How many small cubes are left in
  - (2) 113 (3) 114 (4)115(1) 112
- Q. 17. How many cubes do not have any coloured face?
  - (4)37(3)36(1)27(2)35
- Q 18. How many cubes have only one red face each?
  - (2)37(3)41(4)77Q 19. How many cubes have only two
- coloured faces each?
- (1)20(2)24(3) 30(4)35
- O. 20. How many cubes in the top layer have three red faces each?

(2)5Directions (Qs. 21 to 25): In COLUMN I below some words are given. They are translated in a code language given in COLUMN II. The codes for the words are not necessarily in the same order as the original words occur in COLUMN I. Also the codes for different letters in each word are not in the same order as the letters for which they stand in the original word. Study these two columns carefully and identify the codes which stand for the letters of different words in COLUMN I.

After identifying the codes correctly,

answer the following questions in ea of which a word has been given follow by four alternatives one of which is t code for the word in the question. Tl alternative is your answer.

**COLUMN I** COLUMN II PROLIFERATION filmrsvxz WHIMSICALITY fmmoruvvx giikllmorru **MANOEUVRES** SYCHOPHANCY bbhklmssxx INFLUENCE bdghnorrrs **HURRICANE** efhilmnvvz Q. 21. POWER (2) kdlui (1) ikdev (4) vlkdı (3) m l d v i Q. 22. RETAIN (2) rglfmv (1) vzelgr (4) vmizer (3) gimrvz Q. 23. FAITH (1) gzrus (2) rgseu (3) zsrvu (4) sgrev Q. 24. SURVEY (1) vbegsh (2) befhiv (3) byfigh (4) ufighb Q. 25. CLONE (1) imexo (2) Idmvo (3) m v leo (4) lmovx

Directions (Qs. 26 to 30): In each of the following questions a statement is given: followed by two assumptions I and Il. Mark your answer as (1) if only I is: implied, (2) if only II is implied, (3) if neither I nor II is implied and (4) if both. I and II are implied.

Q. 26.

Statement: Saras, the only moped you'll buy when you're ready.

#### Assumptions:

- I. Saras is an excellent moped.
- II. People go in for excellent mopeds.

Statement: Use ABC tubes which have: built-in 5 years longer life than any! other tube.

#### Assumptions

- I. Other tubes are not durable
- II. People want durability in tubes.

Statement: You know you have a great suit when people ask who your tailor is.

#### Assumptions .

- 1. People do not ask who the tailor is when the suit is bad
- II. People want to know the criteria of a great suit.

● Q. 29.

Statement The successful man has the ability to judge for himself and judes correctly.

Assumption

- L Inability to judge correctly causes tiolore
- Il Successed man cannot make a wrong adgement.

1 Q. 30.

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Statement . If you are graphic artist, we have a challenging job for you. Thi Assumptions

I. You are a graphic artist.

II. We need a graphic artist.

wh Directions (Qs. 31 to 35): From among on te five doctors A, B, C, D and E; four par ngineers G, H, K, L and six teachers M, whi I, O, P, Q, R, some teams are to be selected. idy of these A, B, G, H, O, P, Q are females Dec nd the rest are males. The formation of no: :ams is subject to the following conditions: ind. Wherever there is a male doctor, there seri rill be no female teacher.

adv Wherever there is a male engineer, there goo rill be no female doctor.

doi: There shall not be more than two male and eachers in any team.

Q. 31. If the team consists of two doctors, peo wo female teachers and two engineers, all you he following teams are possible EXCEPT

(1) ABKLPQ

(2) ABGHPQ

(3) ABGHOQ

(4) OPGHAB

exa Q. 32. If the team consists of two doctors, hree female teachers and two engineers, the cha nembers of the team are tho:

(1) CDOPQGH

(2) ABOPOGH

(3) CDKLOPQ

(4) DEGHOPQ

rigi Q.33. If the team consists of three doctors, adv s wo male engineers and two teachers, the nembers of the team could be

(1) CDEKLMN'

(2) ABCKLMR

(3) CDEKLPR

(4) BCDKLNR

Q. 34. If the team consists of two doctors, one engineer and four teachers, all the ollowing teams are possible EXCEPT

(1) ABGMNOP

(2) ABKNRPQ

(3) ABHMOPQ

(4) ABHMRPQ

Q. 35. If the team consists of two doctors, wo engineers and two teachers, all the ollowing teams are possible EXCEPT

(1) CEKLNR

(2) ABGHMN

(3) CDKLOP

(4) ABGHOP

Directions (Qs. 36 to 40) . These questions ire pased on the following statements:

Mohan and Rajiv are in the same team of nockey Prem d feated Rajiv in badminton out jost to Shyam in tennis. Narendra teams with Sohan in football and with Shyam in wh hockey. Rajiv defeated Shyam in chess. nee Those who play cricket do not play rigt badminton, volley-ball or tennis. Mohan and you Prem are in opposite teams of basket-ball. and Narendia represents his state in cricket while Sohan does so at the district level. Boys who play chess do not play football, basket-ball obju or volley-ball. Mohan and Prem are together in the volley-ball team. Boys who play dev football also play hockey.

> Q. 36. Which is the most popular game with this group?

(1) Badminton (3) Hockey

(2) Football (4) Cricket

games? (1) Narendra (2) Prem

Q. 37. Who plays the largest number of

(4) Sohan (3) Rajiv

Q. 38. Which boy plays both badminton and hockey?

(1) Narendra

(2) Prem

(3) Ranv (4) Shyam Q. 39. Who plays both hockey and tennis?

(I) Narendra

(2) Prem (4) Shyam

(3) Rapiv

Q. 40. Name the boys who do not play football.

(1) Rajiv, Shyam (2) Rajiv, Narendra

(3) Rajiv, Sohan (4) Shyam, Narendra

#### ANSWERS

1. (2) 2. (4) 3. (3) 4. (1) 5. (1): All others are antonyms of each other.

6. (2): B-3=E...(1) ...(2) B + 3 = DA + B - D + E + 10...(3) B .. C + 2 ....(4) A + B + C + D + E - 133.. (5) Using (3) in (5), we get D + E + 10 + C + D + E - 133 $\Rightarrow$  2D + 2E + C 123 ...(6) (1) & (2)  $\Rightarrow$  D + E = 2B  $\therefore (6) \Rightarrow 4B + C - 123$ ...(7)

Now (7) & (4)  $\Rightarrow$  B - 25 Also C = 23, A = 35, E = 22, D = 28

7. (1)

8. (4) : A + B = C + D...(1) B + D - 2A...(2) D + E > A + B...(3) C + D > A + E...(4) (3) & (1)  $\Rightarrow$  D + E > C + D  $\Rightarrow$  E > C  $(4) \& (1) \Rightarrow A + B > A + E \Rightarrow B > E$  $(3) \Rightarrow D \cdot A > B - E > 0 \Rightarrow D > A$ (1) & (2)  $\Rightarrow$  A + B = C + 2A - B ⇒ 28 = A + C

 $\Rightarrow$  A - B = B - C > 0

 $(\cdot, B > E > C)$ -⇒ Λ > B

: D > A > B > E > C

9. (2): A + E - B + C ...(1) A + B = C + D...(2) B + C > D + E...(3) A + D > B + E...(4) A + E > C + D.. (5) (1) & (5)  $\Rightarrow$  B + C > C + D  $\Rightarrow$  B > D (2) :  $\Rightarrow$   $C - A - B - D > \emptyset \Rightarrow C > A$  $(4) \Rightarrow A - E > B - D > 0 \Rightarrow A > E$ 

(2) & (5)  $\Rightarrow$  A + E > A + B  $\Rightarrow$  E > B  $A \cdot C > A > E > B > D$ **10.** (1) : A + E = B + D....(1) A + B > C + E.. .(2) A + D = 2B...(3)

C + F > B + D...(4) (2) & (4)  $\Rightarrow$  A > D (3 is ruled out) (1) & (4)  $\Rightarrow$  C > A (2 is ruled out)  $(2) \Rightarrow B - E > C - A > 0 \Rightarrow B > E$ (1) & (3)  $\Rightarrow$  B + E = 2D and B > E  $\Rightarrow$  B > D > E (4 is ruled out)

∴ C>A>B>D>E 11. (4) : cabbac/cabbac/cabbac

12 (2) : aa/b/cccc/a/bbbb/c/aa 13. (4): acdb/dacb/cdab/acdb/da

14. (3) : aabcda/bbcdab/ccdabc/dd

15. (1) : acb dca/dbacb d/cadbac/bd 16. (1): Cubes on each layer with number of sides painted are indicated in the following tables R indicates that this cube is removed.

Layer I (Top Layer)

Layer 2

R	3	3	R	R	R	2	1	2	3
3	1	2	R	R	2	0	0	1	2
2	1	1	2	3	1	0	0	0	1
3	1	1	1	3	2	0	0	0	2
R	3	2	3	R	R	2	1	2	R

Layer 3

Layer 4

R	2	1	1	2	R	2	1	1	2
2	0	0	0	1	2	0	0	0	1
1	0	0	0	1	1	0	0	0	1
2	0	0	0	1	1	0	0	0	1
R	2	1	1	3	3	1	1	1	2

Layer 5

3	1	1	1	2
1	0	0	U	1
1	0	Ð	0	1
1	0	0	0	l
2	1	1	1	2

Bottom faces of the cubes in layers 5 are not exposed. Only sides and the top are exposed, whatever the case may be.

> No. of cubes on the top layer = 18No. of cubes on the 2nd layer - 22 No. of cubes on the 3rd layer - 23 No. of cubes on the 4th laver = 24 No. of cubes on the 5th layer 25 Total No of cubes

17. (2): No. of cubes on the top layer = 0No. of cubes on the 2nd layer No. of cubes on the 3rd layer No. of cubes on the 4th layer = No of cubes on the 5th laver = Total No of cubes

18. (3) : 6 + 5 + 8 + 10 + 12 = 41**19.** (2): 4 + 8 + 5 + 4 + 3 = 24

20. (4)

21. (4) : Word Word in Code in Column I No Column II

> PROLIFERATION guklimorruvz (13-lettered word)

WHIMSICALITY bdghnoirrsxz (12-lettered word) ethilmnvvz MANOFULRES

(10-lettered word) SYCHOPHANCY bbhklnissxxz (11-lettered word)

INFLUENCE **fmmoruvvx** (9-lettered word)

filmrsvxz HURRICANE (9 lettered word)

In (5), two letters are repeated and in (6), one letter is repeated. This is to be taken into account while deciding the codes for two 9-lettered words

Therefore,  $A \rightarrow z$ ,  $C \rightarrow x$ ,  $E \rightarrow v$ ,  $F \rightarrow u$ ,  $H \rightarrow s$ ,  $l \rightarrow r$ ,  $L \rightarrow o$ ,  $M \rightarrow n$ ,  $N \rightarrow m$ ,  $O \rightarrow l$ ,  $P \rightarrow k$ ,  $R \rightarrow i$ ,  $S\rightarrow h$ ,  $T\rightarrow g$ ,  $U\rightarrow f$ ,  $V\rightarrow e$ ,  $W\rightarrow d$ ,  $Y\rightarrow b$ .

In (6), R is the only repeated word, therefore  $R \rightarrow i$ 

ma

exp

pre

the

In (2), I is the only word repeated three times, therefore I -> r. Similarly, (5)  $\Rightarrow$  E $\rightarrow$ v and so (5) again implies that  $N\rightarrow m$ . Now (1)  $\Rightarrow O\rightarrow l$  A is the only common word in (2), (3), (4) and (6) and so is z, therefore A-→z. (4) and (5)  $\Rightarrow C \rightarrow x$ , (5) & (6) ⇒ U→f and so (6)  $\Rightarrow$  H $\rightarrow$ s & (4)  $\Rightarrow$  y $\rightarrow$ b. Now (3) & (4)  $\Rightarrow$  S $\rightarrow$ h. (4)  $\Rightarrow$  P $\rightarrow$ k. (2) & (3)  $\Rightarrow$  M $\rightarrow$ n. (3)  $\Rightarrow$  V $\rightarrow$ e. (2) & (5)  $\Rightarrow$  L $\rightarrow$ o. (5)  $\Rightarrow$  F $\rightarrow$ u. (1)  $\Rightarrow$  T $\rightarrow$ g and finally form (2),  $W\rightarrow d$ .

Note: The order of steps should not be changed at any stage to find

22. (3) 23. (1) 26. (4) 27. (2) 30. (2)	24. (2) 25. (4) 28. (2) 29. (1)		Shyam : Sohan :	Hockey, Tennis, Chest Football, Cricket, Hockey
Doctors (A 32. (2) : CDOPQ is r DEOPQ is	engineer (K, L), Female by, B) cannot be there. by the permissible (1) & (3) by the permissible (4) by the permissible (2) & (4)	Narendra : <b>Games</b> Hockey :		Football, Hockey, Cricket Played by Mohan, Rajiv, Sohan
CDEPR is a 34. (2): ABK is not 35. (3): CDOP is n 36. (3): Persons		Basketball & Volleyball Cricket &	Narendra, Shyam, t : Mohan, Prem	
Mohan : Rajiv :	Volleyball			: Narendra, Sohan : Prem, Rajiv
Prem:	Hockey, Badminton, Chess Badminton, Tennis,		Chess	: Rajiv, Shyam : Prem, Shyam
2 ••••	Basketball, Volleyball	37. (2)	38. (3)	39. (4) 40. (1)

#### TEST - II : ENGLISH LANGUAGE

Directions (Qs. 41 to 45): From among the four alternatives given under each question, find the one that fits into the blank space most appropriately:

- Q. 41. The terrorists made a vain attempt \_ the bridge. to
  - (1) blow down

the codes.

- (2) blow out
- (3) blow over
- (4) blow up
- Q. 42. The Finance Minister may new proposals in his budget speech.
  - (1) bring out
- (2) bring forward
- (3) bring round
- (4) bring forth
- Q. 43. The main suspects in the Rajiv Gandhi assassination are still \_\_\_\_\_
  - (1) under a cloud
  - (2) at daggers drawn
  - (3) at large
  - (4) at sea
- Q. 44. The building was so old and dilapidated that it was not
  - (1) habitation
- (2) habitat
- (3) habitant (4) habitable
- Q. 45. Polyster shirts are more ... than the cotton ones.
  - (1) durable (3) durability
- (2) duration (4) durably
- Directions (Qs. 46 to 50): Read the following paragraph and then answer these questions given under it:

Famine has taken a heavy toll of thousands of lives in Somalia. At the same time a civil war is going on. Those engaged in it have an axe to grind and are least concerned about the starvation deaths around them. They are trying to fish in troubled waters. Unless the warlords co-operate or at least do not obstruct the effort all the yeoman's service, which the UNO is trying to tender to the local population, will end in smoke and in spite of going through fire and water those engaged in this noble task will not be able to reach the needy to alleviate their miseries.

- Q. 46. 'an axe to grind', means
- (1) doing an arduous task
- (2) taking revenge
- (3) having a selfish motive
- (4) motivating people
- Q. 47. 'to fish in troubled waters' means
- (1) to exploit a situation for personal gain

- (2) to go about helping people in trouble
- (3) to enjoy taking risks
- (4) to salvage as much as possible in a bad situation
  - Q. 48. 'yeoman's service' means
  - (1) difficult service
- (2) a good deed requiring considerable effort
  - (3) good service
  - (4) ploughing the field
  - Q. 49. 'will end in smoke' means
  - (1) will create confusion
  - (2) will burn away
  - (3) will bring darkness
  - (4) will end in nothing
- Q. 50. 'going through fire and water' means
  - (1) having a varied experience
  - (2) taking all sorts of risks
  - (3) passing through difficult times
  - (4) risking natural calamities

Directions (Qs. 51 to 55): One of the four sentences given in each question is grammatically wrong. That alternative is your answer.

- Q. 51. (1) I intend going to Calcutta.
  - (2) He is too miserly to part with his money.
  - (3) He has no desire for fame.
  - (4) He has invited me for dinner.
- Q. 52.(1) It was I that gave away the prizes.
  - (2) Those who did this thing should be punished.
  - (3) All that he said had no effect on me.
  - (4) He carried little Deepu and I on his shoulders.
- Q. 53. (1) Many a glorious deeds were done.
  - (2) Our followers are but a
  - handful. (3) Every one of the boys loves to
  - (4) Neither he nor I was there.
- Q. 54. (1) Neither of the men was tall.
  - (2) The jury was divided in their opinions.
  - (3) Much pains has been taken.
  - (4) I found out that he was guilty

- Q. 55. (1) This is one of the best films that has been produced this year.
  - (2) She is one of the best mothers that have ever lived.
  - Satish, as well as Harish and Suresh, likes milk.
  - (4) None of these words is now current.

Directions (Qs. 56 to 60): Each question below consists of a word in capital letters followed by four alternatives. Choose the alternative that is most nearly opposite in meaning to the word in capital letters:

- Q. 56. GARBLE
- (1) enjoy
  - (2) rinse

(2) laxity

- (3) clarify (4) accept
- Q. 57. FÓRTITUDE
- (1) timidity
- (3) placidity
  - (4) ambition
- O. 58. PERNICIOUS
- (1) precious
  - (2) healing
- (3) swerving (4) conservative
- Q. 59. ANATHEMA
- (1) appreciation
- (2) blessing
- (3) protection
- O. 60. CONCUR
- (4) obstacle
- (1) pertain
- (2) reveal
- (3) oppose (4) delay Directions (Qs. 61 to 65): In the
- following questions, each sentence has ar underlined word or phrase followed by four alternatives. You are to choose the orn that best keeps the meaning of the origina sentence if it is substituted for the underlined word or phrase.
- Q. 61. Veterinarians usually give dogs an anesthetic so that they don't cry out in pain.
  - (1) gulp
- (2) flip
- (3) yelp (4) purr Q. 62. City taxes are based on an estimate of the value of one's property.
  - (1) appraisal
- (2) forecast
- (3) diagnosis
- (4) outline
- Q 63. Although buses are scheduled to depart at a certain hour, they are often late.
  - (1) listed
- (2) requested
- (3) obligated
- (4) loaded
- Q 64. Because light travels faster than sound, lightening appears to go before thunder
  - (1) prolong
- (2) traverse
- (3) repel
- (4) precede

- Q. 65. When students do not have time to ead a novel before class, they read an utline of the plot instead.
  - (1) an article
- (2) a synopsis
- (3) a critique
- (4) an essay

Directions (Qs. 66 to 70): In each entence below, there are four underlined vords or phrases marked (1), (2), (3) and V4). Identify the underlined word or phrase That has not been correctly used in the e entence. This is your answer.

Q 66. The neutron bomb provides the 11 anable (1) of a limited (2) nuclear war in which (3) buildings would be preserved (4) but people would be destroyed.

Q. 67. The new model costs (1) twice more than (2) last (3) year's (4) model.

 $\frac{\mathbf{r}}{\mathbf{h}^{1}}$  Q. 68. The duties of the secretary are (1) to take (2) the minutes, mailing (3) the correspondence, and calling the members opefore meetings (4).

d Q. 69. It is (1) extremely (2) important for r(3) an engineer to know (4) to use a pcomputer.

Q. 70. After the team of geologists had ndrawn diagrams in their (1) notebooks hand wrote (2) explanations of the formations which (3) they had observed, they returned to their camp site to compare (4) , notes.

Directions (Qs. 71 to 74): Select a word i, from the given alternatives which has the a'same meaning as the one in italics in the l'given sentences :

- Q. 71. Man often behaves irrationally.
- (1) illogically
- (2) absurdly
- (3) foolishly
- (4) immaturely

Q. 72. The invasion force had no artillery and was completely annihilated.

- (1) dismembered
- (2) reduced
- (3) destroyed
- (4) split Q. 73. Incensed by his rude behaviour, the

- manager suspended the worker.
  - (1) inflamed
- (2) excited
- (3) promoted
- (4) enthused
- Q.74. A parsimonious man is someone who
- (1) cautious
- (2) extravagant
- (3) stingy
- (4) careful with money

Directions (Qs. 75 to 77): In the following questions four alternatives are given for the underlined idiom used in the sentence. Choose the one which best expresses its meaning:

Q 75. The belief in witchcraft is losing ground even in remote areas now.

- (1) acquiring power
- (2) continuing as before
- (3) deeply engraved
- (4) becoming less acceptable.
- Q. 76. There are black sheep in every community.
  - (1) good leaders
  - (2) bad characters
  - (3) poor persons
  - (4) intelligent people

Q. 77. We talked over the matter for an hour but without results.

- (1) surveyed
- (2) assessed
- (3) fought about (4) discussed

Directions (Qs. 78 to 80): From the given alternatives choose the one which is nearest in meaning to the underlined foreign word or phrase which is commonly used in today's English:

- Q. 78. Via media
- (1) by the way
- (2) through communication
- (3) a middle course
- (4) the reverse order.
- Q. 79. In toto
- (1) in the heart (3) within the walls
- (2) in peace
- (4) entirely

- Q. 80. Resume
- (1) a summary
- (2) to carry on after interaction
- (3) a report of the work done
- (4) a review.

#### **ANSWERS**

- 41. (4) 42. (2). 43. (3) 44. (4) 47. (1) 45. (1) 46. (3) 48. (2)
- 49. (4) 50. (2)
- 51. (4): We invite a person to dinner and not for a dinner.
- 52. (1): 'That' is used for inanimate things and for animate things 'who' is used. Therefore, instead of 'that,' 'who' should be used.
- 53. (1): When we say 'Many a', it is followed by a singular noun. Of course 'many' alone will take plural noun.
- 54. (3): 'Pains' must follow with a corresponding plural verb 'have' instead of has.
- 55. (1): The plural noun "films" must take a plural verb have.
- 56. (3) 57. (1) 59. (2) 62. (1) **60**. (3) **61**. (3) 63. (1)
- 64. (4) 65. (2)
- 66. (1): Instead of 'capable', 'capability' should have been used.
- 67. (2): 'Twice' itself shows comparison. Therefore, 'more' is superfluous.
- 68. (2): Instead of 'to take minutes', it should be 'preparing minutes'
- 69. (4): Instead of 'to know' it should be "to know how"
- 70. (2): Instead of 'wrote', 'written' should be used.
- 71. (1) 72. (3) 73. (1) 74. (4) 75. (4) 76. (2) 77. (4) 78. (3)
- 79. (4) 80. (1)

#### TEST - III : GENERAL KNOWLEDGE AND CURRENT AFFAIRS

- Q. 81. Confucianism arose during the reign of
- , 11) Han Dynasty (2) Chou Dynasty (3) Shang Dynasty (4) Chin Dynasty
- Q. 82. Which one of the following civilisations was pioneer in introducing a system of selecting public officials on the basis of education and competitive examination?
  - (1) Chinese C-vulusation
  - (2) Roman Civilisation
  - (3) Aryan Civilisation
  - (4) Greek Civilisation
  - Q. 83. Kadambarı was written by
- (1) Arva Bhatta a٠
- (2) Bana Bhatta
- (4) Bhavabhuti (3) Bharat Muni Q. 84. The famous Rajarani Temple is · located at
- (1) Bhopal
- -(2) Bhubaneswar
- (3) Jaipur (4) Udaipur Q. 85. The rock-cut temple of Kailashnath
- is situated at (1) Ajanta
- (2) Ellora
- 15) Elephanta (4) Mamallapuram

- Q. 86. Khajuraho is situated in (2) Madhya Pradesh (2) Maharashtra
- (3) Orissa
- (4) Uttar Pradesh
- Q. 87. Who introduced Sanskrit as an official language?
  - (1) Mauryas
- (2) Sakas
- (2) Guptas
- (4) Chalukvas
- Q. 88. On the disintegration of the Mughal Empire an independent Kingdom of Deccan was established with its capital at
- (1) Mysore
- (2) Bangalore
- 州) Hyderabad
- (4) Vnayawada
- Q. 89. The amiature paintings of music called 'Raagmala' belong to
  - (1) Assam (2) Maharashtra (3) Madhya Pradesh (4) Rajasthan
- Q. 90. Which one of the following cities was leased to Francis Day by the ruler of Chandragin which later on became a metropolitan city?
  - (i) Bangalore
- ピア Chennai
- (3) Cochan
- (4) Mysore
- Q. 91. In which of the following cities the famous Shiva temple, in which Shiva is

- worshipped in the form of 'Lord of Dance' instead of as the Lingam is?
  - (1) Rameshwaram (2) Suchindram
- (3) Shankaran Koii (4) Chidambaram
- Q. 92. Who among the following initially tought back the barbaric Huns and recovered most of the imperial provinces?
  - (2) Samudragupta (2) Samudragupta (3) Skandagupta (4) Ramagupta
  - Q. 93. The capital of Hoysala Dynasty was at (2) Dhillika (1) Dwarsamudra
- (3) Patliputra (4) Vatapi Q. 94. The International Vedic Conference was held recently at
  - 🖍 Jaipur (2) Nagpur
- (4) Varanasi (3) Pune Q. 95. Under which dynasty did the construction of the Great Wall of China start?
- (1) Chou (2) Han (3) Chin (4) Sui Q. 96. The Treaty of Srirangapatnam was
- signed between Tipu Sultan and (1) Clive
  - (2) Daihousie
  - (3) Cornwallis (4) Wellesley
    - (Continued on page 150)

## With Its Ever-Exploding Population, India Can Never Be Self-Sufficient In Food Production

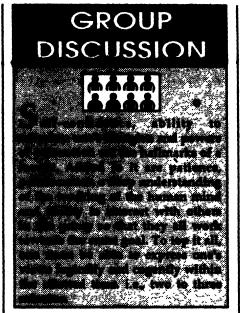
We present to our readers a tape-recorded 'live' Group Discussion which took place at CSR's Competition Success Institute. The expert comments of the examiners have been provided at the right junctures during the proceedings to enable correct understanding of the exercise and appreciate its finer points. The group consists of eight candidates of similar age, education, experience and exposure, who are all appearing for the same trainee manager appointment in a multinational organisation. The time allowed for the discussion is 25-30 minutes. The examiner announces the subject for discussion: "With Its Ever-Exploding Population, India Can Never Be Self-Sufficient In Food Production", and retires to the background. The group is now left on its own to proceed with the exercise.

#### **Progress**

With the exit of the examiner, the tension that gripped the group so far, eases. The candidates are seated in a closed-circle tormation in the ascending order of their roll numbers. It is easy and convenient for a candidate to consult his neighbours on his left or right, or even talk to someone seated across or a little further away. Each candidate is in a position to see and hear what goes on in the group. Very soon the silence, which prevailed when the examiner was present, is replaced by whispering conversations, asides, crosstalks and so on, with ever-increasing noise. In the resultant confusion, no one is able to make out precisely what others are talking about. Often the talks or consultations are confined to two or utmost three members only. Candidate No. 2 appears rather diffident and overcautious. First, he keeps looking towards the direction in which the examiner has retired to make sure that he does not reappear quietly. Then, it seems that he is reluctant to be heard by all the others in the group. Hence, he deliberately waits till all others are well ahead with their asides, crosstalks, consultations and so on. Ultimately, he turns to his neighbour, No. 1, and speaks to him in arrested whispers.

No. 2: I say, No. 1, I mean, please, No. 1, I want to ask you something, man. You see the subject is quite involved and confusing. They talk about explosion, etc. You see, it is rather confusing to me. In fact, I wanted to ask the examiner himself about it. But then, who knows, he might get angry and annoyed.

No. 1: I say, you are a really funny chap. Why should the examiner get angry?



In fact, he was asking repeatedly whether anybody had any doubts. He seemed such a nice guy. You should have asked him.

No. 2: Please don't raise your voice, man. I told you the truth and confessed why I could not ask him. Now, why don't you answer and clarify the doubt I raised? You see, I won't be able to do anything on the subject unless this doubt is cleared.

No. 1 (Smiles): Okay, okay. Let me go at it one by one. First, you say the subject is involved or long. But if you look at each word, in turn, then you will find it very, very short. First, there is explosion. You know about it. So, no doubt there. Next is it increases. That too is also then simple.

No. 2: Don't make fun of me. Of course, I know what the words mean. It is the rationale or logic.

No. 1: You mean, you know everything! Then I am sure you understand everything.

No. 2: Hey, you are now trying to be funny. I take it that you also do not know the answer.

No. 1: My dear friend, you are welcome to make your own assumptions. You have to do the thinking yourself. I can't do it for you.

No. 3 (Observing and overhearing part of the whispered talks between Nos. 2 and 1): Hey, you two, what is the secret you both are sharing with each other? Be a sport and let me into it.

No. 1: You better ask our neighbour seated between the two of us. He has some problem. Maybe you are the right man who could help him solve it.

No. 3: Of course, and why not? Not to worry, not to worry, No. 2. It is all very easy. Only trust and believe me. First, whatever may be your problem, take it as already solved. But one small little thing, which I am sure you won't mind. You see, I don't render free service. I charge my own fees. (No. 2 does not know what to say. He looks totally confused and highly embarrassed. He looks around wondering what he should do or whom he should appeal to next and finds others busy indulging in small talks, asides and whispered conversations as he had been doing himself with No. 1 and No. 3. Fortunately for him and for the group as a whole, just then No. 7 decides to shoulder the responsibility of launching the group on its task and commence the Group Discussion properly and in earnest.)

No. 7 (Raising his voice adequately, but not unnecessarily or annoyingly so that he could be heard and willingly heeded to by all else in the group despite the ongoing asides, crosstalks, small-time conversations, etc): Friends, may I have your kind attention for a couple of minutes, please. I have an important announcement to make, which is of considerable interest to all of us. (On hearing the direct and bold statement of No 7 made in a pleasant and friendly manner with a cheerful smile, the curiosity and interest of the group is aroused and they become eager to hear him out. All stop talking, the noise dies down completely and there is absolute silence.)

No. 5: Yes, No. 7 we are all ready to listen. I could see that you have something on your mind which concerns the entire group. Please go ahead and tell us what it is. I am ready to help and cooperate in whatever way you want or the group decides.

No. 7: Thank you, No. 5. Now, gentlemen, as you all know we were asked by the examiner to complete this group discussion within the maximum time limit of half an hour. And, If I am not mistaken, you can say that we have already spent five, if not ten, minutes of this time limit on our asides, consultations, cross-talks, etc? Therefore, unless we start our group discussion immediately, we won't be able to complete it. I suggest we start with a volunteer who is ready to explain the implications of the subject and then offer his own views. Then we can proceed in clockwise fashion one after another, till we conclude with the last person sitting before the volunteer on the right. Let each of us take no more than two minutes in the first round. This will give us some time for a quick second round, which can

be availed of to rebut criticisms, or offer counter comments or to amplify one's earlier statements, etc.

No. 5: Suppose someone is not ready yet to speak and wants to speak later. Should we agree to such a request? You see, this would break the chain.

No. 8: We should not break the chain as it will result in confusion and delay. If someone is not ready, we should skip him and he can speak during the second round. You see, we are not compelling anyone to speak. The choice to speak or not to speak is his.

No. 7: Let us start now. Any volunteers, please?

No. 2: I want to speak last, please.

No. 1: Look here, No. 2, they are asking for volunteers to open the discussion. No volunteers are required to close it.

No. 7: Don't worry, No. 2. You can speak at your convenience. Now, once again, may I request for a volunteer to open the discussion.

No. 3: All right, I will open the discussion. Normally, I would have kept quiet, but from what Nos. 5 and 8 said, I get the feeling that, in their view, I only joked and did not mean to resolve the doubt of No. 2. Now they and also others will know I meant business.

No. 7: That is fine, No. 3, and thanks. This incidentally solves the problem of No. 2 also. We can start with No. 3, then proceed to Nos. 4, 5, 6 and so on till we end up the round with No. 2, to speak last. Okay No. 3, we are ready. Please go ahead.

Comments: A fairly active and wellmotivated group in which Nos. 7, 5 and 8 have come forward to launch the group on its task by displaying initiative and assuming special responsibilities. One observes healthy and positive leadership traits in their initial remarks and deliberations Earlier, we saw the group getting sub-divided into smaller groups Nos. 1, 2 and 3 were not able to rise above this sub-group activity. But No. 7 came forward to break the see He was bold and enterprising. Displaying determination and courage, coupled with friendliness, warmth and tact, he succeeded in getting the attention and hearing of the entire group. Soon, No. 5 rallied round him and gave excellent support in putting the group on its rails. No. 1, unwittingly, and No 3, deliberately, attempted to sidetrack and create some obstacles. No. 2, with his tack of confidence, was another obstacle. Once again, Nos. 7, 5 and 8 were able to overcome such obstacles without much difficulty. No. 3 has managed to attract attention and created some impact on the group, but his attempt to crack jokes has not found favour. The group has given him the opportunity to be the opening speaker, despite his reservations and challenging postures. It is to be seen whether he can acquit himself creditably and prove worthy of the honour conferred on him. No 2 has turned out to be a definite drag on

# WINNING THE FIRST IMPRESSION

the group and No. 1 appears to lack the urge, dash and enterprise to profit from opportunities. No. 4 and 6 in the group have remained as observers; they have not made any visible contribution during the preliminaries.

No. 3: Friends, as I told you, I have accepted this as a challenge to speak first and prove that Nos. 5 and 8 have underestimated me. I want to tell them and show to them that I know more about the subject than they themselves do. Otherwise, I would have preferred to sit back and relax and listen to what you all have to say. My policy is never to go after trouble and seek it out. But I am not the one who is afraid of challenges or troubles. I am ready to face them.

No. 8 (In an undertone so that he won't distract No. 3, but audible enough to be heard by No. 7): No. 7, don't you think that we should ask him to cut out all unnecessary references and talk about the subject proper?

No. 7: I agree and we shall intervene if he does not switch over to the subject soon. In any case we shall adhere to the time limit of two minutes per head.

No. 3: Don't worry, No. 8. I know what you are saying to No. 7. I will deal with the subject all right. Okay, the subject says, "With its ever-exploding population, India can never be self-sufficient in food production." My first reaction is that the subject has missed the basic requirement for any economic growth which is the prevalence of peace in the community and in the country as a whole. If there are violent internal upheavals with terrorism let loose, then no progress of any kind is possible. You remember that terrorists breached the Bhakra Canal twice. If the canal was breached again and again, you have to write off the Green Revolution in toto. Another imponderable is the monsoon rains. Right now, we have no substitute for monsoon rains and if the monsoon fails, there is no question of increased food production. We will have drought and famine. Well, what I told you is enough to show that the proposition is a pipe dream and cannot stand the test of reality. I am ready to challenge any of you to disagree with me, and I do not propose to waste any more words. That is all, and now let us see what Nos. 5 and 8 have to say on my observations.

Comments: No. 3 is ready to participate and take risks. But he is rash and blind. His approach is rigid and one-sided. He is more emotional than rational. His judgement is defective and he is unable to view a situation or a problem dispassionately and objectively. He has some ideas on the subject, but his presentation gets bogged down because of his prejudices. He allows his ego to take precedence over group interests. Thus, his firm impact on the group has become negative and he has failed to carry the group with him. This emotionally unbalanced and rather rigid candidate will prove a hindrance rather than help for group effort. Rejected.

No. 4: Gentlemen, I agree with No. 3 that for increased food production, regular monsoon rains are of paramount importance. In addition, there are other things like power, fertilisers, good variety of seeds and so on. Our proposition is defective in that it does not refer to these important items. Instead, it talks of intensive cultivation which covers mechanisation, large farm holdings, etc. I, therefore, do not agree with the proposition.

Comments: No. 4 has some ideas, but his comprehension and grasp are rather weak. In concentrating on the wood, he misses out the trees that stand in front of him. Further, the preliminary proceedings saw No. 4 as an idle by-stander. He did not display any urge or initiative to shoulder responsibility. Even now he has preferred to go with No. 3, who proved overbearing rather than challenge him This candidate's usefulness to the team will be limited to his role as a worker or follower who would diligently obey orders. Rejected.

No. 5: Friends, as you are all aware, thanks to India's Green Revolution, we find ourselves today in the happy situation of having surplus grains and good stock in the country, instead of going round to other countries with a begging bowl. We can be proud of the Green Revolution because with it we have belied the fame us theory of Malthus, who predicted that food production will increase only in arithmetical progression whereas population explosion will take place in geometrical progression. The Green Revolution has shown that food production can match the population increase and we can have the food to feed all our millions. This is the position today. But the population explosion is continuing despite all our family planning measures. Hence, it becomes necessary that Green Revolution should also be continued to meet all our future food requirements through intensive cultivation and water conservation. Besides Green Revolution, we must have industrial and technological revolutions as well.

Comments: No. 5 has emerged as one of the strong and positive leaders in the group. Earlier, he came out boldly to shoulder responsibility and lent excellent support to No. 7 in the latter's effort to launch the group on its task. No. 5 showed urge, interest and involvement throughout. He was able to stand up against No. 3 and meet the challenges posed with courage and determination. Now, his ideas on the subject show that he enjoys

## WINNING THE FIRST IMPRESSION

expending ones elect below cars to be talanced and mature if one selabor to carry the gro

in-depth knowledge and fruitful imagination. He displays vision and muturity and uses sound logic, persuasive arguments and proven facts to convince and carry his audience with him. He is clear about his goals and the means he has to adopt for achieving them. Though he has plenty of ideas and the capacity to discuss the issue interestingly further, he reveals self-discipline by voluntarily and strictly adhering to the time limit. A determined individual who is intelligent, industrious and practical. Selected.

No. 6: Gentlemen! You see, I really don't know what I should say, I mean whom I should support. Nos. 3 and 4 have expressed one view, whereas No. 5 has, other ideas. At least this is my understanding, and I hope I am right. In my view, both are right according to their convictions. With my limited knowledge of this subject, it is difficult to pronounce any judgement or make any firm commitment. It is better to listen to others before making a final decision because I would like to support the view of the majority. Hence, for the present, I reserve my views.

Comments: This candidate lacks originality, courage and confidence. He is afraid of coming to a firm decision and committing himself. He prefers to play safe and avoid the issues. He shirks responsibility and wastes opportunities. Since he displays such marked negative attributes, he cannot be effective even as a worker. Rejected.

No. 7: Friends, this subject is controversial and opinions are bound to differ. In my view, land ceiling and resultant limited land holdings need not stand in the way of mechanised farming and Green Revolution. We can have cooperative farming. Either the cooperatives or the panchayats can own the machines, tractors, etc., and apply them to farming. In Japan, land owned by a tarmer is hardly an acre, as compared to the five or ten-acre limit we have in India under the land ceiling legislation. The need for land ceiling has arisen because we have millions of landless labourers and they are being mercilessly exploited by the landlords having possession of large lands. We all know that Green Revolution started in Japan despite the very small size farm holdings for sustaining Green Revolution. We can either follow the example of the Japanese, or go in for cooperatives. Both will prove very successful.

Comments: This candidate displayed initiative and shouldered full responsibility to launch the group on its task. We find him gifted with all qualities—intellectual, organisational, dynamic and social. He enjoys extensive ideas and has presented his case with originality and telling effect, carrying his group completely with him. He is bold and ready to face challenges with determination. His ideas are practical and he proves successful in resolving problems with imaginative and workable solutions. But for No. 7, the group might have taken a lot more time to grapple with its task. He has been the major coordinator in the group. His ideas are objective and realistic. He displays optimism and adopts a positive and constructive attitude, thus proving that a strong and capable leader who can deliver the goods. Selected and uwarded top rating and grade.

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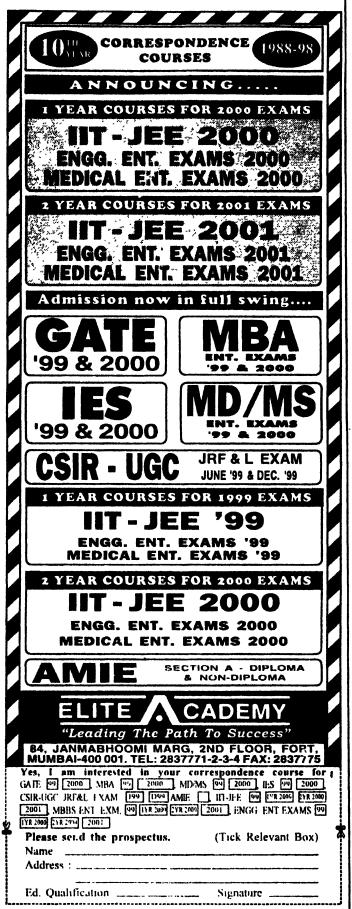
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No. 8: Friends, I fully respect the wisdom of No. 7 and accept there is plenty of weight in what he says. Nevertheless, my humble submission is that India is neither Japan nor Russia, nor even China. We do not have the temperament, mental attitude and stern discipline of the Japanese. Similarly, the conditions prevailing in Russia or China for successful cooperative farming do not exist in India. In our democratic set-up, people are more keen on their rights than on their duties towards society and the country. In China and Russia, the right takes the back seat and in Japan the duty is given paramount importance as compared to one's privileges and rights. What is more, the logical process of providing land to each individual will lead to the absurd proposition of uneconomical fragmentation of land holdings in the context of population explosion. This approach will also act as a mental block and prevent the switchover towards industrialisation. In all advanced countries, barring Japan where the land is limited, there is large-scale farming and mechanisation side by side with tremendous industrialisation and economic growth. Further, it is only industrialisation and not agriculture which can help family planning and contain population explosion. With the level of corruption, ignorance, poverty and exploitation prevalent in India, cooperatives and panchayats cannot work.

Comments: No. 8 boldly rebuts the popular arguments advanced by others, particularly by Nos. 6 and 7. Although No. 8 puts forward strong views, his ideas and arguments are fully backed by relevant facts and figures. Thus there is validity and appeal in his arguments. He is also sincere and reveals intellectual integrity and honesty, besides originality. He presents his thoughts without fear or favour revealing admirable courage, confidence and conviction. He speaks and argues his case with enthusiasm, energy and devotion. Though he opposes No. 7 his approach is positive and constructive. This challenging candidate with industry and enterprise will prove a real asset to the organisation. Selected with high rating.

No. 1: Comrades, I don't believe in half-measures. As you ought to know, the land problem has been finally solved in China. When all lands belong to the State, the question of size does not arise. Now you know the answer. You must go by results and facts, and not by words and theories if you wish to progress. That is all. Thank you.

Comments: This candidate is rash and emotional. He is one sided, overcritical and sweeping in his statements and comments. He wants quick and easy solutions, and lacks patience and understanding. He does not go into the merits of the case with logic and reasoning, but jumps to conclusions according to his beliefs. His conduct and attitude will cause friction and split in the team, and he will not be able to realise goals or objectives. He lacks the cooperative and accommodative disposition, and with his rigid approach, he cannot carry others with him. Rejected

No. 2: Well, friends, I thank you all for giving me the opportunity to speak at the end. I have benefitted a great deal by listening to you all. I am happy to say that the doubts which arose in my mind have all been fully cleared. I agree with both sides and wish to be neutral. Thank you, please.

Comments: No. 2 is dull and devoid of ideas. He is weak and lacks the courage and conviction to take hard and firm decisions. Totally lacking in all leadership qualities, he will prove a great burden to the team. Rejected.

Concluding Comments: This 'live' group discussion demonstrates how candidates with natural leadership qualities emerge and shine as leaders during this practical personality test. One can also see how those lacking in leadership qualities behave in such a situation. Right from the start, Nos. 7, 5 and 8, who have been gifted with positive leadership qualities, have come forward to assume responsibility and lead the group towards its chosen objective. They are able to face challenges with courage and overcome the obstacles with imagination and resourcefulness. We find the group following their leadership voluntarily and willingly. They have displayed the ability to inspire and invoke confidence in others by their words, deeds and positive contributions.

# STUDYING **ABROAD**

# Quality Courses \* Great Future



tog the Special Section on 'Studying Aboved', we are giving specific information on various courses in present the Lindwid Kingdom—one of the renowned and important destinations in alternate the Lindwide of the renowned and important destinations in alternate. This exclusive feature empirious a detailed coverage of the procedure of admission as open services for assistance in terms of campelling for studying at the University of Essex in the against the manifest the limited against the manifest that we shall be taking up some more reputed universities in the United

## United Kingdom

Still the bastion of learning, the United Kingdom boasts of some of the oldest and most reputed centres of education like Oxford, Cambridge and Aberdeen that were founded in the 14th and 15th centuries. Of late, new universities have

been established in the United Kingdom; they offer a host of under graduate and post-graduate courses in various disciplines, joint or combined degrees to students. In this issue, we shall acquaint the readers with the University of Essex.

# University of Essex

(UCAS Code Essex E 70)

Essex is a county of enormous contrasts and variety, stretching as it does from suburban London in the west to peaceful

creeks and estuaries, picturesque sailing villages and popular seaside holiday resorts. It is still a predominantly rural and agricultural area, of gently rolling countryside interspersed with attractive villages and small county towns. The University of Essex stands in over 200 acres of Parkland, much of it landscaped in the 18th century.

The university, established in 1964, is me of the United Kingdom's leading reademic institutions with an enrolment of 5,571 students in 1996. It provides a lexible degree structure in the broad first year with opportunity to try new subjects. It gives an opportunity to students to

change degree choice at the end of the first year and has large departments offering a wide choice of option courses. It has students from over 100 countries and collaborative arrangements, including Chemistry (M Chem), Master of Mathematical Sciences (MMas) and Master of Physics (MPhys). It does not award general degree, nor is it currently possible to study part-time at the undergraduate level. The four-year BA and LLB degrees involve a year of study abroad;

degrees usually involve study abroad and/or industrial

The University of

the four-year BSc

placement.

Essex has 16 academic Departments which are grouped in five and choice. The scheme comprises the inter-disciplinary nature of the courses. Some of the subject

Schools of study-Comparative Studies, Social Sciences, Law, Mathematical Computer Science, and Science & Engineering. The two special characteristics of Essex degree courses are flexibility

combinations are 'joint' degrees' e.g., BA Sociology and Art History Other combinations represent 'combined' degree in which one of the subjects is studied in greater depth than the other(s), e.g., BSc Chemistry and Business Studies.

Entry Requirements: You should be at least 17 years by October 1 of the year in which your course begins. There is no upper limit. If you are over 21, you will be regarded as a 'mature student'. All students, besides possessing the minimum prescribed qualifications of each course, are expected to be able to understand and

### General Information

Academic Year: The academic year in Britain runs from late September/early October to June, usually with a month off at Christmas and Faster.

Cost of Study: Most British courses give value for money because they are shorter and more intensive than similar courses offered elsewhere, thus reducing living expenses and time spent away from home, indicative costs of studying in Britain per academic year are: Fees: Arts: \$6,210; Science: \$8,130; Medicine. \$15,660

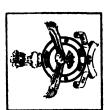
Living Costs: \$6,000. International students are entitled to comprehensive free health treatment under the National Health Service for courses that last longer than six months.

How to Apply: Applications are made through a computerised national system known as the Universities and Colleges Admission Service (UCAS). Students must complete a single UCAS form which allows them six choices of universities and courses so that they don't have to make costly and time-consuming multiple applications. UACS forms and prospectuses of institutions are available at all British Council offices in India.

When to Apply: UCAS forms should ideally be submitted before December 15 of the preceding year. Students can start applying even if they have not received their secondary school results. However, even after December 15 applications can still be processed in the normal way until June 30. After that, applications will be handled through the "clearing" process. It is important to note that for Oxford and Cambridge, students must apply before October 15 of the year preceding their year of proposed entry.

> SOCRATES-ERASMUS and TEMPUR exchange programmes, with over 50 universities in Europe. It also has provision for mature students (those above 21 years) and those with non traditional qualifications. It guarantees university accommodation to all students in their first year.

> The university offers full-time three or four-year courses leading to the award of the honours degrees of Bachelor of Arts (BA), Bachelor of Laws (LLB) and Bachelor of Engineering (B Engg), Master of Engineering (M Engg), Master of



# INDIAN AIR FORCE

# REQUIRES

# MALE CANDIDATES IN PERMANENT AND SHORT SERVICE COMMISSION IN THE OFFICER CADRE **COURSE COMMENCING DECEMBER 1999** FOR THE TECHNICAL BRANCH

you for 74 weeks (for Permanent Commission) at Air Force Academy. Dundigul and Air Force Technical College, Bangalore and 44 weeks (for Short Service Commission) at Air Force Technical College, Bangalore, to become a professional in the above Branch. Your potential to be an Officer will be tested at our cost through Psychological Tests, Group Tests and Interview spread over a period of 4 to 6 days at one of the Air Force Selection Boards located at Dehry Dun. Mysore or Varanasi, Prior to being called Engineering Knowledge Test at your own cost. This Screening Test will be conducted at various Air Force Units all over the country. Only those candidates who successfully pass the Screening Test and are eligible in all respects will be called If you are a male indian citizen and have the potential to be an officer. IAF will train tested at the AFSB's you will be required to appear for an initial Screening Test for further tests.

FOR AERONAUTICAL ENGINEERS (ELECTRONICS BRANCH) : You must have one of the following qualifications with a minimum of 55% aggregate marks in all semesters/years in the Degree examination :—

- Engineering Degree in Electronics/Telecommunication/Electrical/Electrical Communication/Electronics & Communication/Instrumentation/Computer Science & Engineering or a combination of these subjects OR
  - Tech. in Radio Physics and Electronics of Calcutta University OR
    - Sc. Physics with Electronics of Bombay University OR <u> ಶಿಲ್</u>
      - Sc Electronics of Delhi University OR
- (d) M.Sc Electronics of Delhi University OR
   (e) B.Sc. (Physics. Maths. Chemistry) & AMIE OR equivalent quahfication in Electronics/Electronics/Checommunication/Radio & Radio Engineering/Avionics/Associate Membership Examination of Aronautistic Society of India with Avionics/Communication, along with 2 years experience.
   FOR AERONAUTICAL ENGINEERS (MECHANICAL BRANCH): You must have one

- above. for which no TA/DA will be paid.
- in all respects will be detailed to undergo the AFSB Test at our cost. No compensation will be paid for any injury sustained as a result of SSB Test. Only those candidates who pass the Engineering Knowledge Test and are eligible ທ່
  - Only those candidates who secure a minimum of 55% marks (aggregate of all semesters) or above in the Engineering Degree will be finally detailed for training. ø,
- Govt. employees/Alrmen candidates should apply through proper channel only. Terms and conditions in the advertisement are guidelines only and subject to
  - change without notice
  - IMPORTANT INSTRUCTIONS
- Do not attach any documents with the application. Kindly tag three self addressed stamped (Rs. 4/-) envelopes (23  $\times$  10 cms) with the application.
  - The columns in the application form must be complete in all respects, failing which the application will be rejected. The following documents must be carried in original along with photocopies by the
- candidates who pass the Engineering Knowledge Tests while reporting to the AFSB for interview. The candidates not in possession of the documents should not report to the Selection Boards, as they will be routed back on the first day, itself.

  (a) Matriculation/equivalent certificate toward has been on the first day, itself. 4
  - Central Board/University/as proof for Date of Birth (Mark Sheets/Admit
    - Original/Provisional Engineering Graduation Degree (Issued by University only) All semesters. Mark Sheets in original. Card/Transfer Certificate, etc. not admissible)
      - 回じら
- Certificate by College Principal (if studying) giving date of declaration of final result.

Imprirace time under careas come to

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subjects along with 2 years experience.

HOW TO APLY: If you meet the above requirements, please apply on plain foolscap post it to the addresses given below, as applicable, by ORDINARY POST so as to reach by 23 Jan 99. The envelope must clearly have the annotation "56 AEC/29 SSC" paper (typed/handwritten) in the format given at the end of the advertisement and

Candidates residing/based in Haryana, Himachal Pradesh, Jammu & Kashmir. Punjab, Chandigarh and Delhi are to forward their as plications to Command Education Officer, Headquarters, Western Air Command, IAF, Subroto Park New Delhi-110010.

Mizoram. Nagaland. Orissa, Sikkim. Tripura and West Bengal are to forward their applications to Command Education Officer. Headquarters, Eastern Air Command, IAT. Nong Lyer, Shillong, Meghalaya.
Candidates residing/hased in Uttar Pradesh and Bihar are to forward their applications to Command Education Officer, Headquarters, Central Air Command, IAT, Bamrauli, Allahabad (UP)-211012. Candidates residing/based in Assam, Arunachal Pradesh, Manipur, Meghalaya,

Candidates residing/leased in Gujarat. Rajasthan, Dadra & Nagar Haveli and Daman & Diu are to forward their applications to Command Education Officer, Headquarters, IAP, South Western Air Command, Sector 9, Gandhinagar

Candidates residing/based in Kerala. Andaman & Nicobar Islands, Lakshadweep Qujarat)-382009.

and Pondicherry are to forward their applications to Command Education Officer, Readquarters, Southern Adr Command, IAF, Asktulam (Rerain)-6950031.
Candidates residing/based in Madhya Pradesh and Maharashtra are to forward their applications to Command Education Officer, Readquarters, Maintenance Command, IAF, Vayu Sean Nagar, Nagpor (Maharashtra)-440007.
Candidates residing/based in Andhra Pradesh, Goa, Karnataka and Tamil Nadu are to forward their applications to Command Education Officer, Headquarters, Training Command, IAF, Munni Reddy Palaya P.O. Bangalore (Karnataka)-560006.

On receipt of applications at Command Headquarters, they will be whetted for the necessary QRs. Eligible candidates will be called for initial screening test (Engineering Knowledge Tests) at Centres, as notified by each Command Headquarters. The applications of those candidates who quality in the screening test will then be forwarded to the three Selection Boards for final tests and interview. Air Force offers you a pay scale of Rs. 8,250-300-10,050 in the rank of Flying Officer. The total take home salary would be Rs. 9,320/-. In addition you will be eligible for many other benefits like Dearness Allowance, Rank Pay. Separation Allowance (for married officers located at non-family stations/ areas notified by Govt. for this LTC, 60 days Annual Leave and 20 days Casual Leave. Canteen facilities, etc. Further, Flight Cadets will be provided an insurance cover of Rs. 3.30 laichs, on contribution as applicable to service officers. On completion of training a newly commissioned officer is also entitled to a Car Loan from Air Force Group insurance purpose), Kit Maintenance Allowance, Qualification Pay Grant and Free Ration. Other than this you will be provided Concessional Accommodation, Medical Facilities.

# PLEASE NOTE

Scheme at moderate interest rates and pay back facilities.

Your age should be between 18 to 28 years as on 01 Dec 99. Candidates whose final year degree result is likely to be declared by 30 Oct 99 may also apply. (Kindly note that you should have scored 55% marks or -i ci

I hereby declare that all statements made in the above application are correct to the best of my knowledge and belief. I also understand that any discrepancy found

15. Please read important instructions before sending your application.

in the above information will render me liable for cancellation of my candidature/

debarment

Place : Date :

Signature of Applicant

Batch No/Chest No ....... Date...... Place of interview...... Result .....

Yes/No

NCC (Sr. Division) 'C' Certificate (Air Wing)

4.

Whether previously interviewed for any type of entry in Army/Navy/

Air Force ? If yes, give details :-

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Particulars of present employment.

- more in all semesters till the date of application).
  You have to be unmarried if your age is less than 25 years as on 01 Dec 99 (term unmarried excludes widower and divorcer even though without က
  - encumberances). Marriage is no bar for candidates above 25 years of age. You will have to attend Engineering Knowledge Tests (initial screening) at the Centres as applicable which will be notified by Command Headquarters mentioned

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-	Full Name	Full Name (in capitals) (As per matriculation/e	Full Name (in capitals)	ficate)		
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က	Permanen	Permanent Address	Permanent Address		Photograph here	뮵
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o,	Choice of	Choice of Stream:				
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	(ii) Aeron	autical Engine	(ii) Aeronautical Engineer (Mechanical) PC/SSC	PC/SSC		
0		Educational Qualification	: uc			
	Tech.	Name of	Month and	Engineering	% of marks	Likely
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		University	exam		passed	result
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Ξ:	. Particulai	rs of Technical	Particulars of Technical experience		***************************************	

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For more Information & Appointment contact Director: Vivienne Porter (Former Director: International UWS[N])



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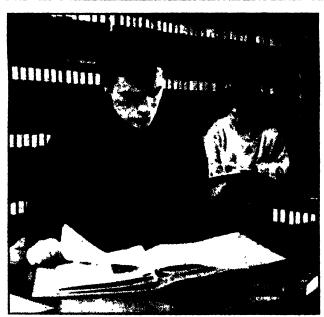
For further information regarding studies in Australia fill this and post it to us with Rs. 30 stamps.

Name: \_\_\_\_\_ UNIVERSITY: Address :

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Course

What level of studies do you want to join in Australia (Diploma / Undergaduate / Post Graduate)



express themselves in both written and spoken English. If English is not your first language your ability will be tested at the start of the academic year in October and it may be decided on the basis of this test that you need to follow a remedial language course in the first term.

Applications for degree courses at Essex should be made through the Universities and Colleges Admissions Services (UCAS). For turther details, please contact:

The Admissions Officer,

University of Essex,

Wivenhoe Park, Colchester C04 3SQ.

# Query Australia

Mail has been pouring in at the office of the Competition Success Review about Query Australia and given below are the select queries on studying in Australia, all answered by Ms. Vivienne Porter, formerly Director International, University of Western Sydney, Nepean.

What are TAFEs and how is the quality of education / Do tney offer Fashion related courses ?

Ans: TAFE stands for 'TECHNICAL AND FURTHER EDUCATION', and the courses are more 'vocationally' oriented and on completion, you are ready for a job. Courses like Fashion/Travel and Tourism are offered and TAFEs are spread all over Australia. They offer quality education with emphasis on practicality. Many TAFE students are of mature age who have worked and then wish to proceed for further studies. Queensland TAFE, NSW TAFE, Holmesglen and NMIT are very good and have the facilities to help handicapped students too. After completion of the Diplomas, one can directly articulate into any University of his/her choice, which offers the students a chance to study at different universities across Australia. (Normally 1-year credit is given for the TAFE Diplomas). There is a new and unique concept out in Australia, known as University Diplomas. These diplomas are designed for students who do not get into university courses directly because of low percentage. Depending upon the student performance they can complete the course either in 1 year or 16 months and then directly articulate into second Year University.

Are there any Multimedia courses offered in Australia?

Ans: Billy Blue School of Graphic Design, TAFE Queensland, BOND university & Edith Cowan University offer Diplomas in MULTIMEDIA. They also include industry related experience and they also get to work on industry related project, as this field is quite new and there is demand for qualified professionals. You are almost guaranteed with jobs on completion; Billy Blue has had 100% recruitment of former students. Students can go to UTS and articulate into the Bachelor of Design degree in second year of Bachelors degree. TAFE Queensland also work with SILICON STUDIO (one of only 3) such studios in the world which combines animations & real time pictures.

# Latest In General Knowledge



Abbreviations in News

FIEO: Federation of Indian Export Organisations.

The Federation of Indian Export Organisations has evolved a multi-pronged programme to provide a new dimension to accelerated improvement in the economic, commercial and trade relations with Pakistan.

**HUDCO**: Housing and Urban Development Corporation.

The Housing and Urban Development Corporation had sanctioned cumulatively a total of 619 urban infrastructure projects involving a total project cost of Rs. 10,125 crore with its loan component of Rs. 5,28,247 crore till July 1998.



Anniversaries, Days, Etc.

International Day of The Disabled Persons: International Day of the Disabled Persons was observed on December 3, 1998. World AIDS Day: World AIDS Day was observed on December 1, 1998.

Guru Tegh Bahadur's Martyrdom Day: The 323rd Martyrdom Day of the ninth Sikh Guru, Guru Tegh Bahadur, was observed on November 24, 1998.

World Fisheries Day: World Fisheries Day was observed on November 21, 1998. In Mumbai, fisher folk from various areas in Maharashtra participated in the celebrations.

Indira Gandhi's Birth Anniversary: The 81st birth anniversary of late Prime Minister Indira Gandhi was observed on November 19, 1998.

Raising Day of Corps of Engineers: The 218th Raising Day of Corps of Engineers was celebrated on November 18, 1998.

Universal Children's Day: The Universal Children's Day was celebrated on November 14, 1998.

Jawaharlal Nehru's Birth Anniversary: The 109th birth anniversary of first Prime Minister of India, Jawaharlal Nehru was celebrated on November 14, 1998. The day is also observed as Children's Day.

Maulana Azad's Birth Anniversary: The 110th birth anniversary of Maulana Abul Kalam Azad was observed on November 11, 1998.



Chairperson, NCW: Ms. Vibha Parthasarthy, daughter-in-law of retired diplomat Mr. G. Parthasarthy, has been appointed as the Chairperson of National Commission for Women.

Prime Minister, Mauritania: Mauritania's

Foreign Minister, Mr. Al Sheikh Al Afya Al Taya Zawal was appointed as Prime Minister of the North African Arab country on November 16, 1998.

President, Burkina Faso: The Organisation of African Unity (OAU) Chairman, Mr. Blaise Compaore has been re-elected for a fresh term as President of Burkina Faso in an election held on November 15, 1998.

Chief Minister, Goa: Congress Legislature Party leader, Mr. Luizinho

Faleiro was sworn in as Chief Minister of Goa on November 26, 1998, after the Wilfred de Souza Ministry had resigned a day earlier. √Chairman , JIC : The Government has appointed Mr. Satish Chandra, India's High Commissioner Pakistan, as Chairman of the Joint Intelligence Committee (JIC) on November 20, 1998. The IIC will function as the Secretariat of the high-powered National Security Council (NSC).

Chairman, NDDB: Dr. Amrita Patel has been appointed as the Chairperson of the National Dairy Development Board (NDDB) by the Union Government, replacing Dr. V. Kurien who sought retirement from the post which he held for over two decades.

Chief Ministers of States: Delhi Congress Chief, Ms. Sheila Dikshit has been sworn-in the Chief Minister of Delhi. Pradesh Congress President of Rajasthan Mr. Ashok Gehlot has become the Chief Minister of Rajasthan, while Mr. Digvijay Singh has been re-elected as the Chief Minister of Madhya Pradesh. Mizo National Front President, Mr. Zoramthanga has become the new Chief Minister of Mizoram.

Chairman, SBI: State Bank of India (SBI) Managing Director, Mr. M.P. Radhakrishnan took over as Chairman of SBI from Mr. M.S. Verma on November 30, 1998. Mr. Radhakrishnan will retire on January 31, 1999.

Director, VSNL: Mr. Rajneesh Gupta, General Manager in the corporate office of MTNL, has taken over as Director (Network) on the Board of Videsh Sanchar Nigam Ltd (VSNL).

Vice-President, ICCR: Mr. P. Upendra, Lok Sabha MP, was elected as Vice-President of the Indian Council for Cultural Relations (ICCR) at a meeting presided over by the Vice-President, Mr. Krishan Kant, President of the Council on November 25, 1998.



─Miss World: The 19-year-old Miss Israel Linor Abargil was crowned Miss World in Seychelles on November 26, 1998.

Honest Man of The Year Award: The Prime Minister, Mr. Atal Behari Vajpayee received the Honest Man of the Year 1997 Award from Vice-President, Mr. Krishan Kant on November 26, 1998. The award is



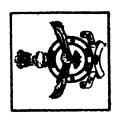
Vice-President Krishan Kant conferring the Sulabh International "Honest Man Of The Year Award 1997" on Prime Minister Atal Behari Vajpayee in New Delhi on November 26, 1998

given by Sulabh International. Mr. Vajpayee was selected for the award last year when he was the Leader of Opposition in Lok Sabha.

Machiketa Award: Noted journalist and the Editor of Chennai-based Tamil Weekly Tughlaq, Cho Ramaswami was presented the Nachiketa Award by Frime Minister, Mr. Atal Behari Vajpayee in recognition of his excellence in Journalism in an Indian Language on November 26, 1998. The award instituted by the periodical Panchjanya comprises a cash component of Rs. 1 lal h, a shawl and a memento.

Indira Gandhi Peace Prize: Dr. Mohammad Yunus, Chairman of the Grameen Bank of Dhaka, has been chosen for the 1998 Indira Gandhi Prize for Peace, Disarmament and Development. The prize, which carries a cash award of Rs. 25 lakh, was instituted by the Government in the memory of Indira Gandhi to foster creative cooperation among nations, usher in a new international economic order and enrich the human spirit.

UNESCO-Madanjeet Singh Prize: Mr. Narayan Desai from India and the Joint Action Committee for People's Right (JACPR) from Pakistan received the UNESCO-Madanjeet Singh Prize on November 16, 1998, at a simple ceremony in Paris for their efforts in promoting tolerance and non-violence. Mr. Desai won the award for his sustained campaign



# INDIAN AIR FORCE

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- The following documents must be carried in original while reporting to AFSB for interview:—
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- or proof of Date of Datal with one processed copy.

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  Certificate (issued by University only) with one photostat copy.
- (c) Original NCC Air Wing Senior Division 'C' Certificate (if applicable) with one photostat copy.
  - 3. The columns in the application form must be completed in all respects, failing which the annihilation will he annihilation will be a separated in all

........ FUR TO! CDOC/16 SSC (W)

Full name in capitals

the end of the advertisement and post the application at the address HOW TO APPLY: If you meet the above requirements, please apply on plain foolscap paper (typed or handwritten) in the format given at given below by ORDINARY POST to reach latest by 23 Jan 99. Post Bag No. 001, DHG Post Office, New Delhi-110 011

month, for the full period of training. The stipend will be converted to pay for all purposes on successful completion of training completion of training, you will be commissioned in the As Flight Cadets, you will receive a fixed stipend of Rs. 8000/. per (with retrospective effect and the allowances admissible on such rank of Flying Officer and placed in the pay scale of Rs 8,250-300-10,050. In addition, you will be eligible for many other Medical Facilities, LTC, 60 days Annual Leave and 20 days pay will be paid thereupon such conversion). On successful benefits like Dearness Allowance, Concessional Accommodation, Casual Leave, Canteen Facilities etc. Further, Flight Cadets will be provided an insurance cover of Rs. 3.30 lakhs. on contribution as applicable to serving officers. On completion of training a newly commissioned officer is also entitled to a Car Loan from Air Force Group Insurance Scheme at moderate interest rates and pay back acilities.

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  - You have to be unmarried if your age is less than 25 years. (Term unmarried excludes widow/widower/divorcee even though without encumberances), vi
    - Only SHORTLISTED candidates will be called for selection tests Candidates who have applied for the Administrative branch through 106 GDOC/15 SSC (W) need not apply again as their applications have been carried forward to this course. They will be called for interview/tests, subject to their fulfilling and no communication will be entertained in this regard the eligibility conditions ₩.
      - No compensation will be paid for any injury sustained as a result of AFSB Tests.
- If you are eligible/willing to apply for more than one branch, indicate allotment of branch will be at the discretion of Air Headquarters. No vour choice in the application form in a der of preference. However, separate applications are to be sent for different branches. ທ່
  - Terms and conditions given in the advertisement are given as ဖ

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ADMINISTRATIVE/LOGISTICS Branch for which applying oi Oi

Whether previously interviewed for any type of entry in Army/ Navy/IAF? If so, give details:--<u>.</u>

Batch No. ..... Chest No. ...... Result ..... Father's Name:

12. NCC Air Wing (Sr. Div.) C' Certificate : YES/NO Nationality: INDIAN YES/NO 13.

Attach one self-addressed stamped (Rs. 4/- each) envelope (23 x 10 cms). No other documents/certificates are to be attached. 14.

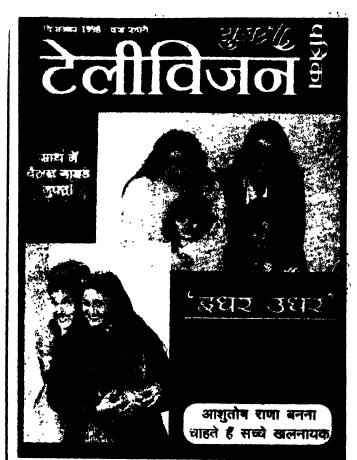
Please read important instructions before sending your application. 15.

I hereby declare that all statements made in the above application are correct to the best of my knowledge and belief. I understand that any discrepancy found in the above information will lead to cancellation of my candidature.

Date:

Place:

Signature of Applicant



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against nuclear weapons and his dynamic role in mobilising youth volunteers of the "Ushanti Sena" to secure human rights through non-violent methods. The JACPR has been campaigning for women's rights and religious tolerance and against nuclear weapons.

Right to Livelihood Award: An Indian environmentalist, Ms. Vandana Shiva, has been chosen for the Right to Livelihood Award of Sweden. She was selected for "her pioneering insights into the social and the environmental costs of the dominant development process, and her ability to work with and for the local people and communities in the articulation and implementation of alternatives". It carries an amount of US\$200,000 and is often called the Alternative Nobel.

Dayawati Modi Award: Pandit Jasraj was presented the Dayawati Modi Award for Art, Culture and Education on November 17, 1998. The award carries a cash prize of Rs. 2 lakh, a scroll and a silver shield. He is the fifth person to receive the award. The others who were awarded earlier were Amitabh Bachchan, Mother Teresa, Satish Guiral and Ravi Paranjape.

International Woman of The Year: Noted Bharatanatvam danseuse, Ms. Komala Varadan has been selected as the International Woman of the Year, by the Cambridge-based International Biographical Centre (IBC), for her versatility as a dancer, painter, photographer and writer.

Jorg Kandutsch Award: The International Organisation of Supreme Audit Institutions has conferred on the Comptroller and Auditor-General of India its highest honour, the Jorg Kandutsch Award. Named after a former president of the Austrian Court of Accounts, the award honoured the supreme audit institution of India for its "outstanding professional contribution to the field of public auditing".

Crossword Book Award: Noted author I. Alan Sealy was named the winner of the first Crossword Book Award for his novel Everest Hotel, in Mumbai, on November 14, 1998. The award, carrying a prize of Rs. 2 lakh, is given to the best novel or collection of short stories by an Indian writer in English in the year. Everest Hotel received the award for its "evocative prose, clear-eyed contemplation of death and love with humour and precision, the unhurried gaze over nature that can register seventy-two shades of green on a guava leaf," according to the citation attached with the award.



was the same of th BOOKS AND AUTHORS

Indian Economy-Essay on Money and Finance: The book is written by Dr C. Rangarajan, former Governor of the Reserve Bank f India (RBI) who is currently Governor of Andhra Pradesh and Orissa. It is a collection of lectures delivered at various fora during his tenure as RBI Governor. The book is divided into four sections monetary policy issues, financial sector policy, external policy issues and the State and the market. It gives an indepth analysis with wide range of subjects.

Blasphemy: The book, written by Pakistan's Tehmina Durrani, is pased on a true story. A girl Heer's uncommon beauty attracts the fatal gaze of a much older, powerful man, Pir Sain, already twice married, Fifteen-year-old Heer is married off to him by her obliged, mpoverished and widowed mother, making her life hell from then on. She experiences the horrors of this life. The author pair ts contemporary society in our region which affirms the everlasting paradox of modern ife on both sides of the border.



Carellina Service

National Commission for Minorities: The Chairman of the Vational Commission for Minorities, Mr. Tahir Mahmood has said that in the past two years, the most significant achievement of the Vational Commission for Minorities, has been a total "break from he earlier impression that the Commission is made for any particular community... We have come out with the concept of state-level minorities and have virtually recognised Hindus as a minority, entitled to invoke our jurisdiction, in Jammu and Kashmir, Punjab, Meghalaya, Mizoram, Nagaland and the Union Territories of Lakshadweep and Chandigarh."

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Trishul Test-fired Successfully: India has taken a significant tep in achieving command of the seas in the region, by the third uccessful test-firing of the naval version of Trishul launched from 'NS Dronacharya on November 16, 1998. With the help of a radar altimeter, the missile can fly inches above the sea surface at supersonic speed to engage the oncoming missile before it reaches inywhere near the ship.

TriAmph '98 Exercise Concludes: India ended TriAmph '98, its largest tri-service amphibious exercise in a decade, on November 17, 1998. The exercise involved the landing of 800 army soldiers at a beach on the West Coast and was preceded by nearly month-long combat drills involving the Navy, the Indian Air Force (IAF), the

Coast Guard and the Army.



RBI Allows Banks to Accept Euro in FCNR Deposits: Reserve Bank of India (RBI) has allowed commercial banks to accept Foreign Currency Non-Resident (FCNR) deposits in Euro, the currency of

European Monetary Union (EMU).

Cabinet Approves Amendment of Customs Act: The Cabinet has passed a proposal for amending the Customs Act to provide for payment of interest along with drawback if drawback payment is delayed beyond two months instead of the existing period of thise months. The proposal provides for reducing the existing time limit of three months to two months from the date of filing the shipping bill, for payment of drawback, failing which the government shall pay interest to the exporter.

RBI Allows Indians to Get Forex Payment for Goods, Services: The Reserve Bank of India (RBI) has allowed Indian residents to get remuneration in foreign exchange for services rendered or goods sold in India. However, they will have to surrender the foreign exchange within 7 days of its receipt to an authorised dealer. This check is primarily to ensure that the persons do not hoard dollars

for future speculation.

Tata Scales Down Indica's Production Target: A lull in market conditions has forced Tata Engineering and Locomotive Company (TELCO) to scale down from its projected production target of 20,000 units of its small car Indica by half. The downward revision of target is in view of the demand, which is likely to slow down after the initial spurt of demand for the car. Its sales are projected to increase to 40,000 units in the next fiscal year and to 6,000 in 2000-

Over 1.2 Crore PAN Cards to be Issued in Fiscal Year: At a meeting of Income tax Chief Commissioners, held in Delhi in November, it was decided that over 1.2 crore Permanent Account Number (PAN) cards will be issued to cover 1.2 crore income-tax assesses by the end of the fiscal year 1998-99

DoT Relief Package For Telecom Companies: The Department of Telecommunication (DoT) has prepared a relief package for the basic and cellular service operators. The concession includes rescheduling the licence tee to enable lower initial installments, reducing financial and performance bank guarantees by 25 per cent and reducing the penal interest on late payments

IOC Ninth Largest Company in Asia: According to Asiaweek 1000, the Indian Oil Corporation (IOC) is the much largest company outside japan with regard to sales of its petroleum products. In the oil and gas category, IOC is ranked second after Nippor. Oil of

Japan, it said.

LIC introduces New Housing Loan Facility For Guif NRIs: Two wholly owned subsidiary of Life Insurance Corporation (LIC)-LIC Housing Finance Ltd and LIC International Bahrain, UAEhave jointly introduced a unique housing loan facility for NRI

population in the Gulf countries.

VSNL Introduces Dial-up Internet Service: Videsh Sanchar Nigam Ltd. (VSNL) has introduced a dial-up Internet service through its high speed network in the country. The service, launched in Bangalore, on November 16, 1998 through its Integrated Services Digital Network (ISU:4) lines will make Internet facility much faster and efficient, the company said in its release in Delh).

Exxon, Mobil Agree on \$77.2 Billion Merger: Exxon Corp agreed

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to its much-anticipated \$77.2 billion purchase of Mobil Corp, the richest merger of all time that formed the largest oil company on December 1, 1998. The combination of the nation's two biggest oil and gas companies will be called Exxon Mobil Corp. It would surpass General Motors Corp as the largest US company of any kind, with \$203 billion in combined revenue in 1997.



France Launches Edufrance: French Government has launched a new agency, EduFrance to promote higher education in France at an international level. EduFrance has chosen India to be the first country for developing its activities. The French Ambassador to India, Mr. Claude Blanchemaison said in New Delhi on November 20, 1998 that the French Government is keen to double the number of foreign students in French universities. There are about 140,000 international students in France, of which only 150 are Indians. Ms Mathilde Mallet, Adviser to the French Minister of Education Research and Technology, said that they were trying to bring in changes in the government policies so that some kind of "work permits" could be given to students after they completed their studies, to work with French companies. Changes are also being made to make visa procedures for students easier.



Scientists Find Medicinal Plant For Cure of Filaria: Scientists of the Regional Plant Research Centre (RPRC) in Bhubaneshwar have identified a medicinal plant which has the potential to kill micro filarial parasite in vitro. Typhonium trilobatum, a tuberous medicinal plant, may soon become the most successful drug for treating filaria patients as it has so far given a very encouraging result in killing the parasite in vitro.

Discovery of Fossils Rewrites Beijing History: Archaeologists have discovered relics to prove that the Chinese capital city, Beijing was inhabited over 20,000 years ago and not 10,000 years as was earlier believed. The evidence consists of 100 stone tools, fossilised bone fragments and traces of fire discovered 12 metres underground. Archaeologists told China Daily that their finding was based on the discovery of prehistoric artefacts in December, 1996 on a building site in Wanfujing-the Beijing equivalent of New York's Fifth Avenue or London's Oxford Street. Professor Yu Xixian of City and Urban Environment at Beijing University said: "The discovery shatters the myth that humans could not live in the plains during the Paleolithic Era."

New Planet Discovered: A Swiss telescope in Chile has discovered a huge new planet in a neighbouring Solar System. It is a giant planet, estimated to be five times the size of Jupiter. Fifteen planets have been detected outside the boundary of our Solar System since 1995.



Kerala's Population Increased Three-Fold in 57 Years: According to a report released by the Kerala's Economics and Statistics Department, there has been a three-fold rise in the State's population since 1941 despite a sharp decline in the birth rate. The population of Kerala, which remained fragmented as Travancore, Kochi and Malabar till 1956, was estimated to be 110.32 lakh in 1941 while by 1998, it rose to 316.80 lakh.

Foodgrains Shortage by 2020, Say Scientists: Agriculture scientists attending the first International Agronomy Congress in New Delhi on November 25, 1998 warned that rapid soil erosion and declining crop yields could lead to foodgrain shortages in the region. Dr. Adel El-Beltagy, Director-General of Syria-based International Centre for Agriculture Research in Dry Areas (ICARDA), said by 2020 there might be a shortage of 114 million tonnes of foodgrains in the region, at an estimated cost of \$14.8 billion at current prices.

Asia Epicentre of Tuberculosis—WHO: Dr. Gro Harlen Brundtland, Director-General of World Health Organisation (WHO), has said that with six high burden countries which account for over 50 per cent of tuberculosis epidemic in Asia, the continent is the epicentre of world's tuberculosis emergency. According to WHO estimates 4.5 million of the 8 million new cases that occur each year are in India,

China, Bangladesh, Pakistan, Indonesia and Philippines.

WWF Cautions India Against Serious Water Crisis: A study by the **UNICEF-World Wide** Fund for Nature (WWF) has warned of a serious water crisis, the Lok Sabha was informed on November 30, 1998: The study highlights the importance of integrating conservation of natural with resources developmental

activities and enriching bio-diversity of the country.

DRDO Suggests Banks to Use Indigenous Software: The Defence Research and Development Organisation (DRDO) has pressed for using the indigenously made software for vital institutions like banks as the present system installed are vulnerable to hacking. It has further cautioned that the foreign software, which is in use at present, might cause havoc to the computer when an external command is issued by a hostile nation.

Chamera Hydroelectric Project: The 540-megawatt (MW) Chamera Hydroelectric Project (Stage-one) on the river Ravi in Chamba district has set a new record in hydroelectricity generation, by generating over 2033 million units (MU) of power until November against a target of 1700 million units fixed by the Centre for the current financial year, 1998-99.

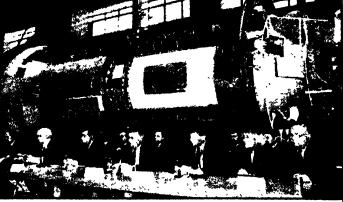


Meteor Showers Light Up Night Sky: A shower of sparkling meteors stormed the planet Earth on November 17, 1998 that produced a grand cosmic show watched by millions of Indians. It was a sort of Nature's Diwali in the sky as tiny meteorids left behind by comet Tempel-Turttle streaked past, putting up a display of spectacular fireworks that sometimes appeared as fireballs and sometimes as arrows.

Y2K Will Affect Flights: Mr. John Watson, Director of Airline Network SITA, has warned that many of the world's ground control systems will not be year-2000 compliant, forcing international airlines to suspend flights into certain countries.



Russia Launches First Part of New Space Station: A Russian proton booster rocket



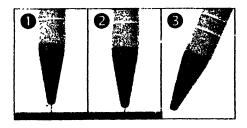
Undated file picture showing the first module of the International Space Station during its presentation at the Khrunichev factory in Moscow, where it was built

carried the first part of the international space station into module, marking the start of a new era in international space colonisation on November 20, 1998. The heads of the space agencies of 16 nations participating in the project watched the lift-off from a distance of about 200 km above the Earth. The International Space Station, the US-led successor to Russia's beleaguered Mir Station, involves 16 nations and is due to be completed by 2004. It will consist of more than 100 elements that will take 45 assembly flights to complete.

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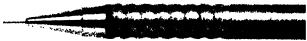
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# **Word Power**



# **OBJECTIVE TYPE**

Against each key word are given five suggested meanings. Choose the word or phrase which is *opposite* in meaning to the key word.

- (1) **Panic** A : alarm. B : serenity. C : apprehension. D : cautious. F : indifferent.
- (2) Pardon · A : remission. B : consistent. C : fickle. D : absolve | Γ : sentence.
- (3) Parsimonious -A: generous. B: illiberal. C: crude. D: stingy. E: frugal.
- (4) Particle-- A: pouring. B: shred. C: bulk. D: mite. E: weak.
- (5) Particular A: scrupulous. B: discriminating.C: general. D: unusual. E: specific.
- (6) **Passionate**—A: fervent. B: sure. C: arrogant. D: calm. E: unfavourable.
- (7) Passive —A: active. B: unresisting. C: inert. D: submissive. E: wandering.
- (8) Pathetic—A: touching. B: comical. C: common. D: useless. E: pitiable.
- (9) Patience —A: fortitude. B: perseverance. C: restlessness.D: aromatic. E: overflowing.
- (10) Peaceable—A: broken. B: delicate. C: soft. D: quiet. b: fractious.
- (11) **Peculiar** -A: singular. B: extraordinary. C: unique. D: common. E: longing.
- (12) **Peevish**—A: petulant. B: amiable. C: snappish. D: unpleasant. E: overflowing.
- (13) Penitent—A: sorrowful. B: repentant. C: contrite. D: remorseless. E: dim.
- (14) Perceive A: ignore. B: create C: apprehend. D: conceive E: tear down.
- (15) **Persecute**—A: torment. B: pester. C: afflict. D: evaluate. E: support.

- (16) **Persistent**—A: enduring. B: obstinate. C: wavering. D: tenacious. E: steady.
- (17) **Persuade**—A: allure. B: prevail upon. C: vindicate. D: dissuade. E: display.
- (18) Perverse --Λ: wicked. B: agreeable. C: disobedient. D: petulant. E: long-lived.
- (19) Petty A: petite. B: partisan. C: generous. D: perilous. E: sickly.
- (20) Pitiless—A: relentless. B: cruel. C: magnanimous. D: fascinating. E: merciful.
- (21) Plenty—A: vastness. B: dearth. C: mass. D: regiment. E: number.
- (22) **Poise**—A: delicate. B: refinement. C: calmness. D: instability. E: brisk
- (23) Practical—A: visionary. B: sure. C: complex. D: simple. E: parental.
- (24) **Proletarian**-- Λ : firearm. B : Aryan. C : aristocratic. D : low. E : unattractive.
- (25) Prolix—A: concise. B: open. C: protracted. D: arrogant. E: parting.
- (26) Prominent—A: influential. B: inconspicuous. C: celebrated. D: positive. E: haughty.
- (27) **Propel**—A: project. B: compel. C: inclining. D: repel. E: avail.
- (28) **Propitiate**—A: conciliate. B: present. C: appease. D: induce. E: auger.
- (29) **Protract**—A: make circular. B: shorten. C: further. D: retrace. E: involve.
- (30) **Puzzle—**A: bewilder. B: mystify. C: solve. D: pensive. E: condemn.

## **ANSWERS**

(1) **B** : serenity.(2) **E** : sentence.

(3) A: generous.

(4) **C**: bulk.

(5) C : general

(6) D : calm.

(7) **A** : active.

(8) B: comical

(9) C: restlessness

(10) E: fractious.

(11) D: common.

(12) **B**: amiaole.

(13) D: remorseless.

(14) A : ignore.

(15) E : support.

(16) C: wavering.

(17) D: dissuade.

(18) B: agreeable.

(19) C: generous.

(20) E : merciful.

(21) B: dearth.

(22) D: instability.

(23) A: visionary.

(24) C: aristocratic.

(25) A: concise.

(26) B: inconspicuous.

(27) D : repel.

(28) E: anger.

(29) B: shorten.

(30) C : solve.







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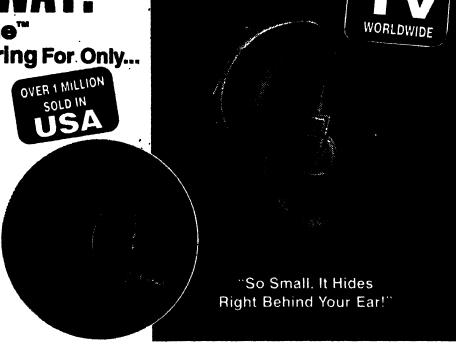
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# **Expected Questions**

# Objective General Knowledge

Former Secretary, Staff Selection Commission, Government of India

As Secretary of the Staff Selection Commission, Mr. Madan Lal was the person who planned the entire scheme of Objective Type Tests for the competitive examinations held by the Commission. For the benefit of our readers, he has compiled a set of Expected Questions which are likely to be asked in various competitive examinations. Every month, we publish expected questions from different disciplines to equip our readers with the material to bring them Sute Success.



The paper on General Knowledge or General Awareness or General Studies plays a pivotal role in the competitive examinations conducted by various boards for recruitment to public services. As the readers are, no doubt, aware, this feature has very extensive coverage of subjects. It covers Everyday Science, History, Economics, Geography, Political Science, Civics, Life Sciences, Current National and International Affairs/Events, Constitution of India, Indian National Movement, and so on.

For the present issue, I have drawn up a test battery of 100 questions on "Indian History-Ancient, Medieval And Modern Periods". As an aid to proper and systematic preparation, the readers are advised to answer this test paper in one hour and then make a self-assessment of their performance with reference to the answers printed at the end of this feature. The following grades will help the readers for selfassessment :

- (i) Less than 30 per cent score -Poor
- (ii) 31 to 50 per cent score--Fair
- (iii) 51 to 65 per cent score-Good
- (iv) 66 to 80 per cent score -- Very Good
- (v) Above 80 per cent score-Excellent

The aim of the readers should be to achieve a score of not less than 60 per cent.

In the next issue, a test battery of 100 questions on "Constitution Of India" will he drawn.

# Indian History—Ancient, Medieval And Modern Periods

- Q. 1. The Dasyus mentioned in the Vedic literature were
  - (a) the rulers and warriors
  - (b) the lowly placed people in society
  - (c) the traders, craftsmen and farmers
  - (d) the original inhabitants of India before the coming of Arvans
- Q. 2. The Dellu Sultanate ruler who moved the capital from Delhi to a new town, which later came to be known as Agra, was
  - (a) Ala-ud-din Khilji
  - (b) Iltutmish
  - (c) Sikander Lodhi
  - (d) Muhammad-bin-Tughluq
- Q. 3. To which one of the following dynasties did King Bhoja, a great patron of literature and art, belong?
  - (a) Karkota
  - (b) Utpala (c) Paramara (d) Gurjara Pratihara
- Q. 4. The term 'Yavanapriya' mentioned in ancient Sanskrit texts denoted
  - (a) ivory
  - √6) pepper
  - (c) a fine variety of Indian muslin
- (d) damsels sent to the Greek court for dance performance
- Q. 5. Which of the following classes did not participate in the Revolt of 1857?
  - Agricultural labourers (i)
  - (ii) Peasants
  - (iii) Zamindars
  - (iv) Moneylenders

- Choose your answer from the codes given below:
  - (a) Only (1)
- (b) (i) and (ii.)
- (r) Only (iv) (d) (iii) and (iv) Q. 6. The areas of the Indigo Peasants'
- Revolt of 1866-86 in Bihar were
  - (a) Madhubanı and Begusaraı (b) Champaran and Muzaffarpur
  - (c) Darbhanga and Champaran
  - (d) Muzaftarpur and Chhapra
- Q. 7. Who was the last Mughal Emperor to sit on the Peacock Throne?
  - (a) Jahandar Shah
  - (b) Bahadur Shah Zafar
  - (c) Shah Alam I
- (d) Mohammad Shah
- Q. 8. Barabar Caves were used for shelter
  - (a) Tharus
- (b) Jainas
- (c) Tantrics (d) Ajivikas
- Q. 9. The ninth 'mandala' of the Rig Veda Samhita is devoted wholly to
  - (a) Urvashi and the Heaven
  - (b) gods related to plants and drugs
  - (c) 'Soma' and the god who is named after the drink
  - (d) Indra and his elephant
- Q. 10. Who among the following was sent by Ashoka to Sri Lanka to preach Buddhism?
  - (a) Pushyamitra
- (b) Kautilya
- (c) Mahendra
- (d) Banabhatta
- O. 11. Harshavardhana was defeated by
- (a) Vishnuvardhana
- (b) Mahendravarman

- (d) Ananthavarman Chotaganga
- Q. 12. Which Sikh Guru was tortured and killed on the directions of Aurangzeb?
  - (a) Ram Das
- (b) Gobind Singh
- (c) Arian Dev
- العربيط) Teg Bahadur
- Q. 13. Which Greek rule, was defeated by Chandragupta Maurya?
  - (a) Darius
- (b) Alexander
- (c) Megasthnese
- (d) Seleucus
- Q. 14. Which of the following Englishmen was honoured by Jahangir with the title of 'Khan'?
  - (b) Hawkins (a) Edward Terry
  - (c) Sir Thomas Roe (d) Thomas Paine
- Q. 15. Which of the following Muslim rulers remained in the captivity of his son?
  - (a) Akbar
- (b) Aurangzeb
- (c) Iltutmish
- (d) Shahjahan
- Q. 16. The Indian Independence League was set up by
- (á) Ras Behari Bose
- (b) S.M loshi
- (c) Aruna Asaf Alı
- (d) Jayaprakash Narayan
- Q. 17. Which of the following dynasties in ancient India was the oldest?
  - (a) Chalukyas
- (b) Pallavas
- (e) Satavahanas
- (d) Rashtrakutas
- Q. 18. Who was the first ruler of Vijayanagar who captured Goa from the Bahamanides?
  - (a) Bukka I
- (b) Devaraya II
- (c) Harihara I
- (d) Harihara II

- Q. 19. The Barrah dacoity was the first najor venture of the revolutionary terrorists f the freedom movement in
- (a) Punjab
- (b) East Bengal
- (c) Bornbay-Karnataka
- (d) The Madras Presidency
- Q. 20: According to the Mimamsa system of philosophy, liberation is possible by neans of
- (a) Karma (b) Bhakti (c) Yoga (d) Jnana Q. 21. In which of the following battles
- are the main opponents not correctly stated? (a) First Battle of Panipat -- Babur and
  - Ibrahim Lodhi
  - (b) Second Battle of Panipat—Akbar and Sher Shah
  - (c) Third Battle of Panipat—Ahmed Shah Abdali and Marathas
  - (d) Battle of Plassey-Sirajudaullah and Clive
- Q. 22. The first European sailor to land . on the western coast of India belonged to
  - (a) England
- (b) France
- (c) Portugal
- (d) Spain
- Q. 23. Which of the following enactments of British Parliament allowed Indian magistrates to try the cases of British nationals as well in India?
  - (a) Bill of Rights (b) Ilbert Bill
  - (c) Pitt's India Act (d) Rowlatt Act
- Q. 24. Mahatma Gandhi called off the Non-Cooperation Movement of 1922 because
  - (a) the British Government conceded his demands
  - (b) public response was madequate
  - (c) mob violence broke out at Chauri Chaura
- (d) of the Jallianwala Bagh massacre
- Q. 25. Gandhara art is the combination of the Indian style with that of
  - (a) Greek style
- (b) Kushan style
- (c) Persian style (d) Roman style
- Q. 26. Fahien, the Chinese traveller, visited India during the Gupta period primarily to
  - (a) establish trade relations
  - (b) see the beautiful country
  - (r) study the teachings of Gautama Buddha
  - (d) write a book on the life of the people of India
- Q. 27. The Chaitya Cave at which of the following places is regarded as the finest specimen of sculpture?
- (a) Bhaja (b) Bodsa (d) Karle (d) Nasik Q. 28. The capital of the Chalukyas was at
  - 🛵) Badami
- (b) Halebid
- (c) Madura
- (d) Srirangam
- Q. 29. The characteristic Pallava or Dravidian type of Shikhara is seen in the temples of
  - (a) Cambodia only
  - (b) lava and Vietnam
  - (c) Vietnam and Cambodia
  - (d) Cambodia, Java and Vietnam
- Q. 30. Some of the rock-cut temples, known as the Seven Pagodas, were built by the
  - (a) Cholas
- (b) Chalukvas
- ∢c) Pallav is
- (d) Rashtrakutas

- Q. 31. Who is believed to have completed the construction of Qutab Minar near Mehrauli?
  - (a) Alauddin Khilji
  - (b) Iltutmish
  - (c) Raziya Begum
  - (d) Muhammad-bin-Tughluq
  - Q. 32. Sher Shah Suri is best known
  - (a) for the organisation of the system of civil administration
  - (b) as an outstanding army general
  - (c) for his quality of tolerance toward all religions
  - (d) for introducing the system of irrigation by canals
- Q. 33. Who, amongst the following, is most famous for the establishment of an system of elaborate municipal administration?
  - (a) Chandragupta Maurya
  - (b) Chandragupta Vikramaditya
  - (c) Harshavardhana
  - (d) Kanishka
- Q. 34. Which of the following statements about the religious faiths and beliefs of the people, who inhabited the Indus Valley about four to five thousand years ago, is not true?
  - (a) The cult of Divine Mother (i.e., female energy as the source of all creation) seems to have been widely prevalent
  - (b) There was also a male god who has been identified as the prototype of the God Siva
  - (c) There is an organic relationship between the ancient culture of the Indus Valley and the Hinduism of
  - (d) Of their terrestrial deities, the chief were Agni, Soma and Saraswati
- Q. 35. The Fourth Buddhist Council was held during the reign of
- (a) Ashoka
- (b) Chandragupta
- (c) Kanishka
- (d) Chandragupta Vikramaditya
- Q. 36. Who amongst the following Hindu kings is known as the Napolcon of India?
  - (a) Ashoka
- (b) Harshavardhana
- (c) Samudragupta
- (d) Chandragupta Vikramadıtya
- Q. 37. Both Vardhamana Mahavira and Gautama Buddha preached their doctrines during the reign of
  - (a) Ajatshatru
- (b) Bimbisara
- (c) Nandivardhana (d) Udayı
- Q. 38. The famous Hazara Temple is said to be one of the most perfect specimens of Hindu temple architecture in existence. It was built during the reign of
  - (a) Bukka I
- (b) Deva Raya II
- (c) Krishnadeva Raya (d) Achyuta Raya Q. 39. The originators of the Dravidian style of architecture and sculpture in the South Indian Peninsula were the
  - (a) Cholas
- (b) Hoysalas
- (c) Pallavas
- (d) Pandyas
- Q. 40. The Dravidian style of architecture and sculpture was further developed and almost perfected by the
  - (á) Cholas
- (b) Hoysalas
- (c) Pallavas
- (d) Pandyas

- Q. 41. The Iron Pillar of Delhi, near the Qutab Minar, is a marvellous work belonging
- (a) Early Gupta Period
- (b) Maurya Period
- (c) Kushan Period
- (d) Pratihara Period
- Q. 42. The Chaitya Cave at Karle is regarded as the finest specimen of architecture and sculpture on account of the
  - (a) beauty of the sculptures on the front wall
  - (b) remarkable rows of pillars inside the
  - (c) fine proportion of the different parts
  - (d) All of the above
- Q. 43. Lingaraja Temple built during the Medieval Period is at
  - (a) Bhubaneswar (b) Chhattarpur
  - (c) Khajuraho (d) Mount Abu
- Q. 44. Who built the famous Dilwara temple at Mount Abu during the thirteenth century?
  - (a) Mahendrapala (b) Mahipala
  - (c) Rajyapala (d) Tejapala
- Q. 45. Chola paintings of the eleventh . century AD have been discovered in the famous Saiva Temple at
  - (a) Ellora
    - (b) Halebid
- (e) Tanjavur (d) Nasik Q. 46. On the death of Jahangir in 1627,
- Shahjahan's most formidable rival to the throne was his
  - (a) nephew Dawar Baksh
  - (b) brother Khurrau
  - (c) brother l'arwez (d) brother Shahryar
- Q. 47. Given below are the main consequences of some of the invasions on India. Which one is not correct?
  - (a) Hun invasion led to the decline of the Gupta Empire
  - (b) Invasion of Timur swept away the authority of the Jughlugs
  - (c) Invasion of Ahmad Shah Abdah led to the fall of Maratha power in the North
  - (d) Invasion of Nadir Shah drove out Humayun and facilitated the victory of Sher Shah
- Q. 48. Who amongst the following was impeached in England for acts committed as Governor-General of India
  - (a) Cornwallis
  - (b) Cavendish Bentinck
  - (e) Warren Hastings
- (d) Wellesley Q. 49.) Which of the following statements is not correct?
  - (a) The first partition of Bengal was made when Lord Curzon was the Governor-General of India
  - (b) The Revolt of 1857 started from Meerut
  - (c) The Quit India Movement started in August 1942
  - (d) The control of the Indian Government was assumed by the British Crown in
- (0.50) "When I first saw them I found it difficult to believe that they were prehistoric; they seemed so completely to upset all

established ideas about early art." This was in observation of Sir John Marshall on objects found at

(a) Harappa (c) bothal

√b) Mohenio-Daro

(d) Ropar

- Q. 51) The pillar, which is regarded as the pest of the series of pillars built by Ashoka, and has elicited praise from all the critics of the world, is at
  - (a) Bodh Gaya
- (b) Nandangarh
- (c) Sanchi
- Q 52. The number of centuries that intertened between the fall of the Mauryas and the rise of Gupta Empire is about
- (d) two Q. 53. The representation of Buddha as a numan figure appeared for the first time in the sculptures found at
- (a) Bodh Gaya
- (b) Bharhut
- (Mathura
- (d) Sanchi
- O. 54. Who was the Afghan ruler of India whose administrative system was emulated by the British?
  - (a) Mohammad Shah
  - (b) Muhammad-bin-Tughluq
- (c) Sher Shah
- (d) Ahmad Shah Abdali
- Q. 55. Who amongst the following iscended the throne of Delhi in 1236 AD?
- (a) Chand Bibi
- (b) Sultana Begum
- (c) Raziya Sultan (d) Nur Mahal Q. 56. During the early Vedic Period, the society was divided on the basis of
  - (a) birth
- (b) occupation
- (c) religion (d) wealth Q. 57. The antiquity of civilisation in India

- .4d) Sarnath
- Q. 58. The number of wives of which of the following Mughal rulers "fell short even of the Quranic allowance of four"? Ab) Aurangzeb

(d) Assyria, Babylon and Egypt

can be carried back nearly to the same

period which witnessed the growth of

(a) Akbar

ancient civilisation in

(a) Babylon only

(b) Babylon and Egypt

(c) Egypt and Assyria

- (d) Humayun
- (c) Jahangir Q. 59. Shankaracharya, the great Hindu philosopher and teacher of the eighth century AD, advocated
  - (a) Atheism
- (b) Monism
- (c) Theism (d) None of these
- Q. 60. The invasions of Mahmud of Ghazni and Muhammad Ghori
  - (a) laid the foundations of Muslim rule in India
  - (b) resulted in the plundering of wealth of India
  - (c) produced lasting cultural effect
  - (d) revealed the military weakness of the Indian kings
- Q. 61. Who was the Sikh Guru who compiled Adi Granth, the foremost text of Sikh religion?
  - (a) Guru Amar Das (1552-1574)
  - (b) Guru Ram Das (1574-1581)
  - (c) Guru Har Rai (1644-61)
  - (d) Guru Arjun Dev (1581-1606)
  - 62. Amoghavarsha was a famous
  - (a) Chalukyan king (b) Pallava king
  - (c) Rashtrakuta king (d) Satavahana king

- Q. 63. The Rashtrakutas were great builders. Who amongst the kings of this dynasty built the famous Kailasa Temple at Ellora?
  - (a) Amoghavarsha (b) Krishna I
  - (c) Dhruva
    - (d) Govinda III
- Q. 64. Which of the following statements is not correct?
  - (a) The kingdom of Ahmednagar was annexed to the Mughal Empire in 1633
  - (b) The Sultan of Golconda acknowledged the suzerainty of Shahjahan in 1636
  - (c) Adil Shah of Bijapur never accepted the suzerainty of Shahjahan during his lifetime
  - (d) Aurangzeb was made the Viceroy of Shahjahan's Deccan acquisitions
- Q. 65. The famous European traveller, Bernier, was, by profession, a
  - (a) merchant
- (b) missionary
- (c) physician (d) sailor
- Q. 66. Which king's court was adorned by the celebrated Kalidasa?
  - (a) Ashoka
- (b) Chandragupta Vikramaditya II
- (c) Harshavardhana
- (d) Kanishka I
- Q. 67. The famous colossal Jama image of Gomateswara at Sravanabelagola was built in the
  - (a) first half of ninth century
  - (b) second half of ninth century
  - (c) first half of tenth century
- (d) second half of tenth century

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Q. 68. 'Sepoy Mutiny' of 1857 started from (a) Agra (b) Gwalior (c) Jhansi (d) Meerut Q. 69. The first telegraph line between Calcutta and Agra was opened in

(a) 1852 (b) 1853 (c) 1854 (d) 1855 Q. 70. When did Shivaji assume the title

of 'Chhatrapati'?

(a) 1665 (b) 1668 (c) 1670 (d) 1672 Q. 71. The capital of Harshavardhana was

(a) Kannaui (c) Purushapura (b) Pathputra (d) Varanası

Q. 72. Who among the following was the eldest son of Shahjahan?

(a) Aurangzeb

/b) Dara Shikoh

(c) Murad Baksh

( Shuja

Q. 73. Aurangzeb put to death his brother(s)

(a) Dara Shikoh only

(b) Shuja only

(c) Shuja and Murad Baksh

(d) Dara Shikoh and Murad Baksh

Q. 74. Chengiz Khan, who invaded India in the 13th century, belonged to

(a) Arabia

(b) China

(c) Mongolia

(d) libet

Q. 75. The Gupta Empire declined in the fifth century AD as a consequence of

(a) Chalukya raids (b) Greek invasion (e) Hun invasion

(d) Pallava raids

Q. 76. Historians believe that the people among whom the Indus Valley Civilisation grew were

(a) Aryans

(b) Dravidians

(c) Huns

(d) Mongolians

Q. 77. Which of the following is the

correct descending order of the Mughal rulers?

(a) Humayun, Jahangir, Akbar, Shahjahan (b) Humayun, Akbar, Jahangir, Shahjahan

(c) Akbar, Jahangir, Humayun, Shahjahan (d) Akbar, Humayun, Jahangir, Shahjahan

Q. 78. Prophet Mohammad founded Islam in the

(a) fifth century AD

(b) sixth century AD

(c) seventh century AD

(d) eighth century AD

Q. 79. Ibn Batuta, the famous Arab scholar, visited India during the reign of

∕6) Muhammad-bin-Tughluq

(c) Qutab ud-dın Aibak

(d) Alauddin Khilji

O. 80. The Treaty of Srirangapatnam was signed between Tipu Sultan and

(a) Robert Clive (b) Cornwallis

(c) Dalhousie

(d) Warren Hastings

Q. 81. Who founded the Brahmo Samaj?

(a) Debendra Nath Tagore (b) Keshab Chandra Sen

(e) Raja Ram Mohun Roy

(d) Ishwar Chandra Vidyasagar

O. 82. India had commercial relations with the countries of the West from times immemorial. When did her se-borne trade pass into the hands of the Arabs for the first time?

(a) 6th century AD (b) 7th century AD (c) 8th century AD 60 9th century AD

Q. 83. Who, amongst the following, were the strongest naval power in India with domination over the West Coast during most part of the sixteenth century AD?

(a) The Dutch M The English

(c) The French (d) The Portuguese Q. 84. Who laid the real foundation of Portuguese power in India in the sixteenth

century AD?

(a) Alfonso de Albuquerque

(b) Pedro Alvarez Cabral

(c) Vasco da Gama

(d) None of the above

Q. 85. The Portuguese hold over their possessions in India ended finally in

(a) 1947 (b) 1950 (e) 1961 (d) 1962

Q. 86. The Muslim State in India during the Sultanate Period was

(a) by and large democratic in character

(b) essentially military in character

(c) a theocratic State, the Sultans owing complete allegiance to the Khalifas of Baghdad and Egypt

(d) None of the above

Q. 87. "One of the chief figures in classical Sanskrit literature. No facts are known about his life or death, but certain evidence places him in the 5th century AD. Seven of his works survive till today....." This description can be most aptly applied to

(a) Bhavabhooti

(b) Banabhatt

(c) Kalidasa

(d) Ved Vyas

Q. 88. The Mughal prince who translated some Sanskrit writings into Persian was

(a) Dara Shikoh

(b) Khusro

(c) Murad Baksh (d) Salim

Q. 89. Who was responsible for the introduction of English as the Official

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Language in India?

- (a) Sir Charles Wood
- (b) Allan Octavian Hume
- (c) Lord William Bentinck
- (d) Marques of Dalhousie
- Q. 90. What important event in the educational field took place in 1857?
  - (a) Introduction of engineering education
  - (b) Introduction of medical education
  - (c) Introduction of a uniform school system
  - (d) Founding of the universities of Calcutta, Madras and Bombay
- Q. 91. Who founded the Asiatic Society of Bengal in Calcutta in 1784 for development of education?
  - (a) Jonathan Duncan (b) William Jones (c) Warren Hastings (d) Charles Grant
- Q. 92. At about the close of the eighteenth century, a number of horrid customs prevailed in the country. Which of the following was outlawed or abolished first
  - (a) Infanticide (both male and female, particularly female)
  - (b) Sati (burning of wives with the dead bodies of their husbands)
  - (c) Slavery (there were millions of slaves)
  - (d) State lotteries in the Presidency towns
- Q. 93. The powers of supreme control over the governance of India were vested with the Secretary of State for India in
  - (a) 1857 (b) 1858 (c) 1859 (d) 1860
- Q. 94. The cultural renaissance, which marked the advent of a new age in India, was in full vigour in the
- .,(a) second half of 18th century

(b) first half of 19th century

(c) second half of 19th century

(d) first half of 20th century

- Q. 95. The principal objective of Muhammad-bin-Tughluq in shifting his capital to Daulatabad was to
  - (a) expand his empire to the whole of South India
  - (b) fund a better strategic location for the capital of his empire
  - (c) move away from the centre of Rajput resistance to his rule
  - (d) inflict sufferings on the residents of Delhi whom he regarded them unworthy of his benevolence
- Q. 96. The Nizamshahi Kingdom of Ahmednagar was annexed to the Mughal Empire during the reign of
  - (a) Akbar (b) Jahangir
  - (c) Shahjahan (d) Aurangzeb
- Q. 97. The Rajput clan of Solankis rose to power in (a) Malwa (b) Kashmir
  - (c) Kathiawar
- (d) Kannauj Q. 98. Which one of the following is
- correctly matched?
  - (a) Satya Shodak Mandal-Keshab
    - Chandra Sen
  - (b) Prarthana Samaj-Dayanand (c) Brahmo Samaj-Jyotibha Phule
  - (d) Sri Narayana Dharma Paripalana Yogam-Narayana Guru
- Q. 99. Who was the Italian traveller to visit Vijayanagar during the heydays of Vijayanagar Empire?
  - (1) Durate Barobosa (2) Berneir
  - (4) Nicolo Conte (3) Thomas Roe

Choose the correct answer from the codes: given below:

- (a) 1, 2 and 3 (c) 1, 2 and 4
- (b) 2, 3 and 4
- /d) 1 and 4
- Q. 100. Financial allocation for Education was made for the first time by the Charter Act of
  - (a) 1773 (b) 1793 (e) 1813 (d) 1833

	ANSV	VERS	
1. (d)	2. (c)	3. (d)	4. (b)
5. (c)	6. (b)	7. (d)	8. (d)
9. (c)	<b>10</b> . (c)	11. (c)	12. (d)
<b>13</b> . (d)	14. (b)	15. (d)	16. (a)
<b>17</b> . (c)	18. (d)	19. (b)	20. (a)
21. (b)	<b>22.</b> (c) .	23. (b)	24. (c)
<b>25</b> . (b)	<b>26</b> . (c)	<b>27</b> . (c)	28. (a)
<b>29</b> . (d)	<b>30</b> . (c)	31. (b)	32. (a)
33. (a)	34. (d)	35. (c)	36. (c)
<b>37</b> . (b)	38. (c)	<b>39</b> . (c)	40. (a)
<b>41</b> . (a)	42. (d)	43. (a)	44. (d)
<b>45</b> . (c)	46. (d)	47. (d)	48. (c)
<b>49</b> . (a)	50. (b)	51. (d)	<b>52.</b> (a)
<b>53</b> . (c)	<b>54.</b> (c)	55. (c)	56. (b)
<b>57</b> . (d)	58. (b)	59. (b)	60. (d)
61. (d)	<b>62.</b> (d)	63. (b)	64. (c)
<b>65</b> . (c)	66. (b)	67. (d)	68. (d)
<b>69</b> . (b)	70. (d)	71. (a)	72. (b)
73. (d)	74. (c)	75. (c)	76. (b)
77. (b)	<b>78</b> . (c)	79. (b)	80. (b)
<b>81</b> . (c)	82. (b)	83. (d)	84. (a)
85. (c)	86. (b)	87. (c)	88. (a)
89. (a)	90. (c)	91. (b)	92. (a)
93. (b)	94. (d)	95. (b)	96. (c)
97. (a)	98. (d)	99. (d)	100. (c)

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## Diploma Course In Tourism Management Entrance Examination, June 1998

(Continued from page 118)

Q. 97. Who led the nine member delegation to the 99th International Parliamentary Union Conference held at Windhoek, Namibia recently?

\_(1) Balayogi (2) P.A. Sangma

(3) Madhu Dandvate (4) Krishan Kant Q. 98. Which one of the following Indian

movies was nominated by the jury to compete for Oscar Awards, 1997?

(1) Machis

(2) Border

(3) Hindustanı

(4) Guru Q. 99. Who is the present Chairman of Atomic Energy Commission and Secretary, Department of Atomic Energy, Government of India?

(1) Abdul Kalam

(2) R. Chidambaram

(3) Raja Ramanna

(4) Dr. V.N. Arunachalam

Q. 100. Which popular International magazine celebrated its 75th anniversary recently?

(1) Newsweek K3) Time

(2) Span

(4) Reader's Digest

Q. 101. The Supercomputer Param-10,000 has been recently installed at

(1) Bangalore

(2) Chennai

(3) Hyderabad

(4) Pune

Q. 102. Who demarcated the line which divides India and Pakistan?

(1) Sir Cyril Radcliffe

(2) Sir Mortimer Durand

(3) Sir Henry McMahon

(4) Lord Mountbatten

Q. 103. Martina Hingis won all the following Grand Slam tournaments in 1997 EXCEPT

(1) Australian Open -(2) French Open

(3) US Open

(4) Wimbledon

Q. 104. Who won the Miss Universe, 1998 contest recently?

(1) Veruska Ramirez

(2) Joyce Graud

(3) Lymraina D'Souza

Wendy Fitzwilliam

Q. 105. Name the Indian musician who won the Polar Music Prize, 1998 along with Ray Charles-a fellow musician at Stockholm recently?

(1) Pt. Ravi Shankar

(2) Zakir Hussain

(3) Ustad Bismillah Khan

(4) Subha Mudgal

Q. 106. Name the foreigner who was honoured with Padma Vibhushan in 1998:

(1) Danai Lama

(2) Mammoon Abdul Gayoom

(3) Walter Sisulu

(4) Mahathir-bin-Mohamad

Q. 107. Which one of the following films has bagged the National Award as the best Feature Film of 1997?

(1) Dil To Pagal Hai (2) Border

(3) Iruvar (4) Thai Saheb

Q. 108. Indian Swimmer Rupali Repale has recently crossed the sixth channel out of seven major channels in the world. Which one she is yet to cross to set a Guinness record?

(1) Cook Strait

(2) Palk Straits

(3) Straits of Gibralter

(4) Panama Straits

Q. 109. Bhakra Dam is built across the river

(1) Sutlej (3) Jhelum

(2) Ravi

(4) Chenab

O. 110. The 16th Commonwealth Games are scheduled to be held at

(1) Manchester

(2) Kuala Lumpur

(3) Sydney (4) Victoria

Q. 111. The Headquarters of United Nations Educational, Scientific and Cultural Organisation (UNESCO) is situated at

(1) Geneva

(2) Rome

(4) Montreal

(3) Paris Q. 112. The World Tourism Day is celebrated on

(1) May 8

(2) June 13

(3) September 10 (4) September 27

Q. 113. The permanent Secretariat of South Asian Association for Regional Cooperation (SAARC) is situated at

(1) Colombo

(2) Delhi

(3) Dhaka (4) Kathmandu Q. 114. Which one of the following Indian

cities is having an international airport?

(1) Hyderabad (2) Imphal

(3) Ahmedabad (4) Thiruvananthapuram

Q. 115. Whick one of the following Indian dailies is having the largest number of editions?

(1) The Hindu √(2) The Indian Express

(3) The Times of India (4) National Herald

Q. 116. Tetanus is a disease caused by (1) Fungus (2) Virus

(8) Bacteria

(4) Insects

Q. 117. The British had first set up universities at Bombay, Calcutta and Madras. Which of the following was the next to come up?

(I) Allahabad University

(2) Lucknow University

(3) Osmania University

(4) Punjab University

Q. 118. Light Year is a unit of

(1) intensity of light (2) distance

(3) time (4) planetary motion

Q. 119. The Manas Sanctuary is located

(1) Bihar

(2) Kerala

(3) Assam

(4) Gujarat

Q. 120. Which among the following is not a nuclear State 2

(1) United Kingdom (2) France

(3) Germany

(4) China

ANSWERS				
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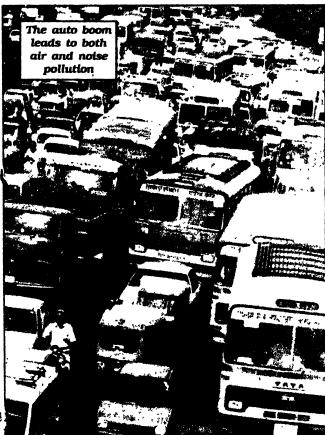
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# General Knowledge Encyclopedia

# India: The State Of Environment

Some time, during the early part of this decade, TIME, the well-known international weekly magazine, described Earth as 'Man of the Year'. The entire issue was virtually devoted to the enormous destruction caused to the global environment by man, obsessed by the monomanta that he could lord it over the entire planet, ignoring the inalienable right of the delicate ecosystem comprising the flora and the farma and other million phenomena to survive in the vital balance of life man has inherited from the beginning of his time. By daring to destroy the very life support system that justains him, man has proved to be the worst enemy of mankind

Along with the rest of the world, India too is caught up in the eddies of the worst of environmental crisis. The



primeval forests are gone forever with the total forest cover shrinking day by day. Even the great Himalayas and its foothills and the Western Ghats have not been spared the sacrilege of man in the name of tourism and development. Many of our animals, birds and precious plants have gone the way of dinosaurs, and environmentalists are keen to preserve the few species that survive. Rivers like the Yamuna have virtually become sewers, the receptacles of untreated sullage from the cities growing unplanned on their banks. The Ganga Action Plan started with a bang only to end in a whimper. Most of India's rivers, big and small, have been contaminated beyond the saturation point just because we don't care. Over 30,33,045 vehicles that ply on the roads of Delhi belch out enough killer fumes to carn for the city the notoriety as the fourth most polluted city in the world.

Many environmentalists like Sunderlal Bahuguna as Chandiprasad Bhatt, Medha Patkar, M.C. Mehta, Sugatha Kumari and Banka Behari Das have been carrying on "lonely campaigns" against the impending "ecocide" the country should guard against, but neither the Government nor the people at large seem to keep their eyes and ears open, promoting a paradigm of development, self-destructive in the ultimate analysis. Sunderlal Bahuguna and Chandiprasad Bhatt pioneered the famous Chipko Movement to preserve the trees in the Himalayas, and the movement spread like wild fire in peninsular India in the form of Appiko Movement in Karnataka. These pioneers knew that disappearance of the forest cover and precious trees would trigger soil erosion and disastrous landslides, floods and drought. But their warnings have gone unheeded, with unprecedented floods, landslides and drought becoming hardy annuals in the country

Ms. Medha Patkar, who spearheads the Narmada Bachao Andolan, is concerned about not only the environmental and "human" fallout of great dams, but about the entire concept of our skewed developmental planning. She shares the view of environmentalists like Sugatha Kumari of Kerala and Bittu Sahgal that neither water nor food supplies are any longer secure for many of the people. All because the so-called development has affected the sources of clean water, fertile soil, forest supplies such as fuel, fibre and fodder, and, of course, food which was once available from village ponds, rivers, pastures, forest fruit trees and marginal fields. The so-called development on coastal regions has deprived millions of their means of livelihood. The wanton prawn farming in such coastal belts as Balasore, Bhadrak, Kendrapara and Puri has rendered large tracts of agricultural land barren, destroying the mangrove forests that protect the coast from storms and cyclones and polluting the sea. Armed with a quiver of PIL cases, M.C. Mehta has all along been fighting the cause of greens everywhere, be it preserving the purity of the Taj from either refineries or the proliferating industries in and around Agra and Mathura. The Save Coast Movement leader Banka Behari Das from Orissa is keen to safeguard the Gahirmatha Beach on the Orissa coast, said to be one of the biggest rookeries of Oliver Ridley Turtles in the world.

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# GENERAL ENOWLEDGE ENCYCLOPEDIA

together. Any bid to disrupt the system would wreak untold havoc. The very concept of food chain ensures equitable survival of every species. Which is why we are concerned about the preservation of wildlife and precious biospheres like the Silent Valley. The grand idea behind the preservation of wild life through the network of sanctuaries and such projects as Project Tiger and the measures against poaching lies in our supreme concern in not disturbing the natural equilibrium. A recent study revealed that the Nilgiri Bioreserve has changed beyond recognition over the past



three decades, with prime forests and grasslands having been converted into tea plantations while the indiscriminate felling of trees has reduced the number of fruit-bearing trees. The region's rich population of birds has been affected by the use of pesticides and industrial effluents. It is wellknown such kinds of depredation of nature is occurring elsewhere in the country too.

Few can imagine, for instance, a world without birds. Were there no birds, insects will grow in such vast numbers that they could destroy the entire vegetation of the world within ten years. Every creation of nature has a role to play. Even carnivorous birds like the eagle, crow, vulture and falcon keep a check on the growth of insects that are harmful to agricultural crops and other vegetation. According to a forest conservator, even a tiny bird like tit and its family could eat up 12 million insects annually.

The concern for environment in India and large-scale measures to prevent the pollution of the air and water, noise pollution and the pollution caused by the accumulation of garbage began after the first UN Conference on Environment, held in Stockholm in June 1992. India, too, set up Pollution Control Boards at the Centre and in the States, and there were several NGOs who joined in the campaign for preserving the ecological balance. The cities that once were the dream of migrants from the countryside have become virtual nightmares with growing air pollution. water pollution, noise pollution and pollution caused by mountains of uncleared junk. Few cities have "green lungs" with overcrowding and the proliferation of slums. Stressrelated diseases are on the rise, thanks to the decibel inferno triggered by the "auto boom", noise from factories and loud-speakers. With civic bodies functioning perfunctorily, there are several cases of outbreak of jaundice and other diseases as a result of the contamination of the piped water by sewage leaking into the damaged mains from sewers, all ill-maintained after the mains and sewers are once laid. Total apathy and utter irresponsibility on the part of both the civic bodies and citizens have compounded the problem of environmental degradation in our cities. At present, 8 per cent of India's landmass is being choked by

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By Indian Air Force (Lust Date: January 23, 1999) Common Entrance Examination for Design, (CEED) For IITs, Bombay, Delhi, IISC, Bangalore

(February 7, 1999) **Probationary Officers** Examination

For Recruitment in State Bank of India, Conducted by Central Recruitment Board (February 14, 1999) Agricultural Officers

Examination Conducted by Banking Service Recruitment Board, Baroda (Last Date: February 28, 1999) Bank Probationary Officers' Examination

Conducted by Banking Service Recruitment Board (Southern Region), Bangalore (March 7, 1999) All India Entrance Examination For 2-year MSc. in Applied Geology and 3-year MSc. Tech. in Applied Geology/Applied

Geophysics-1999 Conducted by Indian School of Mines, Dhanbad (March 15, 1999)

**Bank Probationary Officers** Examination

Conducted by Banking Service Recruitment Board, Baroda (March 21, 1999)

garbage, turning the precious land into mere waste and making the garbage dumps not only an eyesore but a health hazard as well. Many Indian cities have landfills where the garbage is dumped. Our polluted cities have also spawned several respiratory diseases, diseases of the skin, carcinogenic problems and diseases arising out of the consumption of contaminated water.

One redeeming feature of the environmental crisis is the growing awareness among different sections-the Government, the people, NGOs and the media. We were shaken out of our apathy when the Bhopal gas tragedy mopped up thousands of lives overnight in the biggest industrial pollution in history on the midnight of December 2-3, 1984. Bhopal put us on the alert, making it mandatory for every industry to get environmental clearance before being given the green signal. How an environment-conscious people could delay the Dabhol Project and the Konkan Railway Project is known to all. We know enough, but not enough is being done.

### **Environment Audit**

The Government have recently come up with the idea of a yearly report on the state of environment on the basis of extensive environment audits by each State. Environment audit may be made compulsory for any unit seeking clearance from the Ministry of Environment and Forests or State Pollution Control Boards. Such an audit would be necessary. to ensure that the Environment Protection Act is properly implemented and adhered to. According to Dilip Biswas, Chairman of the Central Pollution Control Board, though productivity remains the primary goal of industries, pollution control, conservation of resources and safety all need to be integrated.

The Environment and Forests Ministry has also undertaken conservation studies of environmentally sensitive areas to plan action in order to safeguard the environment. Such studies would cover the Doon Valley, the National Capital Region, the Damodar Valley Basin in Bihar and West Bengal, and the Vapi area in Gujarat. Environmental epidemiological studies for critically polluted areas in the country have also been started in Chembur (Maharashtra) Kanpur (Uttar Pradesh), Vapi (Gujarat), Cochin (Kerala), Talcher (Orissa), Mandi Gobindgarh (Punjab) and Bhadravati (Karnataka). The Environment Ministry has also prepared and digitised thematic maps using remote control sensing and geographic information system (GIS) with specific reference to the abatement of pollution. The maps include information on the location of water and air quality monitoring stations, the location of critically polluted areas, a designated best-use classification of streams, major cities with over 1.00,000 population, major river basins and drainage networks.

It is good augury that the people and the NGOs have started seeking relief from the courts on vital environmental issues that concern the health and well-being of the nation. A couple of years ago, environmental groups in Mumbai filed a writ against a third international airport in the city (proposed at Mandwa) on the ground that it would not only displace people, but affect the life and livelihood of the farmers and the fisherfolk. The Supreme Court, under Justice Kuldip Singh, acted as the sentinel of the Constitution when it sought to close down the polluting industries in Delhi and Agra, and the tanneries in Tamil Nadu. In a landmark case. Justice B.P. Jeevan Reddy pointed out in 1996 that industries did not have the absolute and unrestricted right to establish new projects notwithstanding the official liberalisation policy;

Closely linked with a clean environment are priorities in the socio-economic sector. Basic issues such as clean drinking water, environmental health and sanitation, decent housing and clean food are today part of the environmental agenda. Environment is no more the fad of a few armchair intellectuals. It concerns every citizen.

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Each of the above examinations will count separately for the purpose of the award.

Decision of the Editorial Board will be final. Entries should be addressed to the Editor, Competition Review Private Limited, 604 Prabhat Kiran, Rajendra Place, New Delhi-110 008, Last date for receipt of entries is The three candidates, who January 31, 1999.

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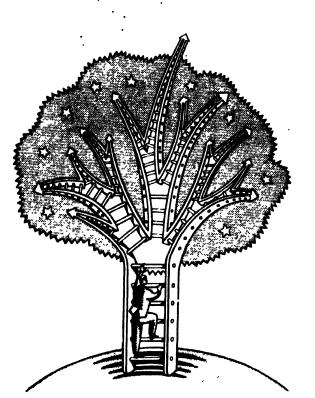
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# **Descriptive Type Test**

# For Bank Probationary Officers' Examinations

1

If the various subsidies given to farmers are withdrawn... Give three possible consequences if such a situation arises.

If the various subsidies given to farmers are withdrawn, the following consequences may arise:

- 1. Subsidies are meant to give a boost to agriculture in India. Farmers are helped in their operations by the Government to enable them to market their produce at moderate prices to the consumers. If the various subsidies given to farmers in the form of fertilisers, pesticides, etc., are withdrawn, this will result in a rise in the procurement prices of foodgrains, thus affecting not only the farmers but the common man also. The masses are already reeling under inflation and the rise in the prices of foodgrains will have an adverse effect on day to day living. Inflation will then get out of control
- 2. On the other hand, withdrawal of the various subsidies given to farmers will enable them to become self-sufficient. They will learn to operate on their own without learning on the crutches of subsidies. It may result in inflation in the short-term, but in the long-term it will prove beneficial.
- 3. The various subsidies given to farmers at present are a heavy drain on the exchequer. The money saved when such subsidies are withdrawn will be spent on development programmes for the welfare of the masses. This will ensure better primary education and health care, communications and other essentials of decent living that a Welfare State is committed to provide for all its citizens.

7

Some people feel that most of the tewspapers are not taking balanced riew while giving news. They are either in favour of the government or against it. Explain your views in his regard. Substantiate your views by giving examples from your reading, experience and knowledge.

Most of the newspapers depend upon government patronage to see the light of the day. This is available to them through the release of adequate newsprint,

How To Attempt: Some Practical Hints

1. The first thing that you require for tackling this test is proficiency in writing as well as the ability to condense your ideas so that you are able to finish this test in the allosted time, i.e., 43 minutes. Your writing must be brist and to the point. Remember, you are not writing a full-fledged easing an the given topic. Nor is it is piece of paragraph writing. It requires your faculty of sifting the material at your disposal and presenting only the easential points for qualifying in the test.

2. The next thing that is required of doing best in this test is the faculty of imagination. You may be given a preposterous situation to analyse und imagine what would happen if it comes to a pass. For instance, you may be asked to imagine a situation when there is no water on this planet or the earth is flut. Give a free roin to your imagination and visualise what would happen if such a situation arises.

3. There are certain social and economic problems that require your attention, viz, smoking in public places, unemployment among the youth of the country, position of women in society and the rural-urban divide in India. How would you deal with such a problem? Generally, you are asked to give three solutions to such a problem and explain how effective they will be in the prevailing acenario.

4. The fourth constituent of this exercise is its argue in favour of and against a given proposition as in a debate. You are required to give two arguments in favour and two against a given proposition. Do not attacked their describe the situation; it is already there. Think of cogent and legical arguments that may be put forth by both the eides if a debate is held on the topic. Condense than and present them for evaluation.

5. Rimienber, you have only 45 minutes to attempt thine topics. Speed and quick Malaking are, therefore, of paramount this parties in the Descriptive Test. Each exposition must be unitten in about 156 moreds of you are to finish the test in these

permission for the installation of latest machinery and indirect support by way of

release of advertisements on various occasions like the Independence Day, Republic Day and Gandhi Jáyanti as well as write-ups that explain the various policy measures already initiated or about to be initiated. The more of government support that a newspaper relies on, the more it becomes a mouthpiece of the party in power. In such a situation, many independent newspapers, which publish unbiased and objective news, are forced to close down by the powers that be as their views clash with those of the government. Those of such independent publications that manage to survive turn against the government with a vengeance. In the process, the basic tenet of journalism, i.e., purveying unbiased news to the reading public, becomes the first casualty

The best method to do away with such biased reportage—either for or against the government—is give the required independence to newspapers. But the barons running various newspapers, generally use them for self-aggrandisement and promotion of their business and political interests. This is another danger that is to be guarded against. The journalists working in such newspapers often cringe and crawl before their bosses for small favours. Others turn to the government for foreign jaunts, free plots of land and other such gifts.

The reader of new spapers today is enlightened; he is aware of the policies and views of most of the newspapers available today. As such, he depends on his own judgement before he subscribes to a particular newspaper which, again, may feed him with the information he craves for or help formulate his views on various issues of the day. In such a scenario, it is advisable to read only such newspapers that give objective reporting in the form of news to their readers and discard those that are the mouthpieces of the government or vociferously against it.

3

Suppose nobody in the country accepts any bribe from anybody for the services provided. Give three possible consequences if such a situation arises.

Bribery has become a fact of life today. Not only is it rampant in India, it is a global phenomenon. If nobody in the country accepts any bribe from anybody for the services rendered, the following consequences may arise

1. With no bribe-givers and bribe-takers, people will be forced to lead a hand-tomouth existence. It appears as if bribery keeps the world growing and prospering today. Osteniatious display of wealth, extravagance and a life of luxury in general—these are all the results of ill-gotten and unaccounted wealth People will, once again, start believing in the adage of simple living and high thinking.

2. Old habits die hard. Both bribe-givers and bribe-takers will find it hard to live in such a society where work is done and services are provided without any greasing of palms. Then tingers will constantly itch and they would not know what to do with the wealth they have generated so far. They will find it tough to come to terms with a clean and bribeless world.

3. Many government agencies like the Central Bureau of Investigation, the recentlyconstituted Central Vigilance Commission may be closed down for want of cases dealing with bribes and corruption in high places. This may reduce the pressure on our already-crowded jails and the legal system. Such an ideal situation will help make life easier and smoother.

Vindia should adopt an internal assessment system for evaluating the performance of students. Give two arguments in favour and two against the proposition.

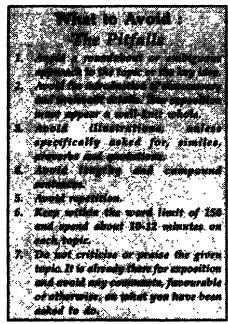
### Arguments in Favour

1 The examination system has become a farce today. The students are required to reproduce what they have learnt over a period of time, say one or two years, in about three hours. Only those who are good at cramming up all available information and reproduce it verbation, score highly in the board and university examinations. To remove this handicap for the students, it is advisable that an internal assessment system. be introduced for all students in schools and colleges, and it be given due weightage while assessing their final performance.

2. A student may fall sick; he may meet with an accident, there may be some calamity or mish ip in the family. He may not be able to make it to the examination hall in time or sometimes not at all, thus resulting as poor performance or the loss of a tele a ademic year. In such an eventuality, the internal assessment of his work over a period of time will come handy for final evaluation. In deserving cases, the written examination may be wanted off

### Arguments Against

1. The existing examination system may be faulty. But it is run by human beings. I



am afraid that this human element will also come into play once the system of internal assessment is introduced. Teachers and examiners may be pressurised, influenced or bribed to rate their students higher than the latter deserve. Thus, the system is full of pitfalls and it would be better if it is not introduced at all.

2. The internal assessment system is not foolproof. Suppose a student is brilliant, but he only concentrates on his studies towards the end of the term when the examinations are at hand. In that case, the internal assessment would show him as a dud or careless or slipshod or worthless. But such a student may score highly in the written examination. This would mar all his chances of advancement in life. For this reason, I am against the proposition that India should adopt an internal assessment system for evaluating the performance of students.

A large part of our population lives in villages where there are no employment opportunities for the women and the youth. Suggest at least three effective measures to provide self-employment opportunities to the women and the youth. Explain how the measures suggested by you would be helpful.

Agriculture is the mainstay of 70% of India's population that lives in villages. But agriculture is a seasonal occupation. Most of the time, the people remain idle-at the mercy of the raingod or the government. In order to keep them occupied and raise their standard of living, it is imperative that the following measures be adopted to provide self-employment opportunities for women and youth in our villages.

- 1. Local handicrafts must be taught to the women and the youth so that they can earn their livelihood during the lean season. For this, centres must be opened in each village panchayat to train and equip the women and the youth to become selfsufficient. Over a period of time, they will start enjoying their work and earning at the same time. The produce of these handicraft centres should be sold through government-run outlets at reasonable prices.
- 2. Trained teachers and volunteers from non-governmental organisations should be deployed, at the same time, to impart basic education to the women and the youth in our villages. Once these classes are started, the women and the youth will be inspired to work for a better life and branch out to other vocations. This will open further selfemployment opportunities for them in the villages.
- 3. After a sufficient number of women and youth have received basic education from trained teachers and volunteers, they can start their own adult literacy classes. This will keep them busy in the evenings, as also supplement their earnings from other occupations. Once these measures are initiated, I am confident that large-scale migration of the rural folk to cities would be minimised, thus easing the burden on our already-crowded urban centres

6

If the entire stock of petrol and diesel in the world were exhausted suddenly... Give three possible consequences if such a situation arises.

If the entire stock of petrol and diesel in the world were exhausted suddenly, the following consequences may arise

- 1. All transportation by road, rail and air would come to a grinding halt. This would result in immobility. People would stay put in one place. They would be able to communicate with one another only through telephone or internet or e-mail.
- 2. All international meetings and summitwill become a thing of the past since world leaders will not be able to travel to differen parts of the globe. This may lessen the prevailing tensions and lead to a peacetu world in the long run.
- 3. If the entire stock of petrol and diese in the world were exhausted suddenly, the oil-rich Gulf nations would be worse of than the poorest of the Third Work countries since oil is their major stranglehok on world economy. They may be forced to resort to their earlier lifestyle of bedouin travelling over long stretches of desert or their camels. This would also pull down an oil-rich super power like the United State a few rungs as it would not be able to enjothe military and economic clout it does a

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# Letters

#### TOP ACHIEVERS

"Confidence in yourself, confidence that you can-and will-succeed is the key to your success in any undertaking, venture or enterprise." These words from your December 1998 Editorial amply fit in the resume of the Top Achievers you have chosen for 1998. Each one of them- whether it is Vaipavee, or Amartya Sen, or Abdul Kalam, or Sachin Tendulkar, or Madhuri Dikshithas come up in life against all odds. Such stories are inspiring and educating. Mirzapur (Uttar Pradesh) Gyaneshwar Singh

#### SACHIN TENDULKAR

Sachin Tendulkar, the cricket wonderkid, has achieved the impossible! He is the oneman squad in the Indian team today. If he can set a new world record by scoring 21 centuries in one-day cricket at the young age of 25, imagine how far he would go in his career? We are proud of you, Sachin. Pradeep Kumar Karn

#### M.B.A. COURSES

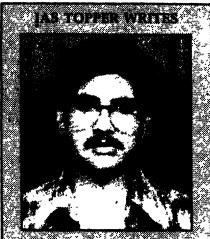
Your readers will appreciate if you gave detailed information on the various Management courses available in India and the probable dates on which they hold their entrance examinations. This would supplement the material being already published in Competition Success Review, viz., Facing the Interview Board, Group Discussion, etc. These features have helped me immensely to improve my performance. Anup Kumar Bhagalpur (Bihar)

#### **PSFUDO-SECULARISM**

The views expressed in Leaders (CSR, December 1998) are balanced. It is time we viewed issues objectively, instead of branding them pro-BJP or anti-BJP. Saraswati Vandana is a part of our composite culture. The Goddess of Learning has always been invoked at the beginning of every celebration or function connected with education from time immemorial. We must not politicise such time honoured traditions, as has been proved by Francois Gautier's article, 'Let Every Child Absorb India's Dharma'. M.K. Singh Chandigarli (Punjab)

#### **PUBLIC SECTOR UNDERTAKINGS**

Public Sector Undertakings (PSUs) have become the bane of our life today. Hundreds of crores of rupees spent on maintaining these white elephants have gone down the



Toppers Talk to Yea, Freing the Interview Board, Super Brain-cum-Personality Test, the Success Plan of toppets give unit an overview of the Civil Services Examination. The energy feature, Persons and Places in th News was a great help in answ objective-type questions in th General Studies paper. Cor Success Review is indis serious IAS aspirants Lucknow (U.P.) N.K. Schwatzwa, IAS

drain. Only a handful of our PSUs have earned profits. It is high time the Disinvestment Commission identifies lossmaking PSUs and saves the country from losses it can iff-afford at this juncture. Aimer (Rajasthan) Harish Kashyap

#### MANAGEMENT APTITUDE TEST

The Special Feature (CSR, December 1998) was timely. Since thousands of candidates appear for the Management Examinations every year, I suggest that information about recent papers of the various Management Aptitude Tests be published regularly in Competition Success Review. Lucknino (Uttar Pradesh)

R.K. Saxena

#### **FACING THE INTERVIEW BOARD**

The interviews published in CSR's regular feature Facing the Interview Board, mainly concern the Civil Services Examination. Your readers will appreciate if you start another feature on giving information on interviews in general-the nature of interviews, the essential pre-requisites, preparation of biodata, presentation and the brasstacks. Such a regular feature will immensely benefit even those who are not preparing for the Civil Services Examination. K.K. Patnaik Berhampur (Orissa)

#### DESCRIPTIVE TEST

Exposition on current social and economic problems in addition to some improbable situations that a candidate must visualise the consequences of have always appeared in various examinations for recruitment to banks. You have done well to introduce this feature from the December 1998 issue, The guidelines provided in the introductory part are very helpful.

Mumbai (Maharashtra)

Ashok Kapoor

#### **BOOK REVIEW**

Joginder Singh's book, The Indian Kaleidoscope in Book Review, (CSR, December 1998) is a candid and forthright description of the prevailing situation in the country. But the vital question is: Why don't these bureaucrats-and 'thinking' ones at thattry to set the situation right when they wield the power? With the solitary exception of Kiran Bedi, T.N. Seshan and Khairnar, none has tried to change things while in office; they pontificate only when they retire. Navin Sibal New Delhi

#### SUCCESS IN CDS **EXAMINATION**

I am glad to inform you that I have been selected after the SSB Interview for the Combined Defence Services, for which the written examination was held in May 1998 (Roll No. 004746). I would like to give full credit of my success to Competition Success Review, which imparts not only knowledge but provides courage and motivation to the youth. It helps them develop and structure an all-round personality. I am proud to acknowledge my debt to Competition Success Review.

Hardwar (Uttar Pradesh) Shubham Agarwal

Edited and Published by Surendra Kumar Sachdeva for Competition Review Pvt. Ltd., 604, Probhat Kiran, Rajendra Place, New Delhi-110 008 and printed by him at Parshva Offset Press, B.9, Sardar Nagar, Delhi. Tele: 5712898. 5718495, 5761086, Fax: 91-11-5754647. Mumbai Office: 18, Nawab Building, 327, Dr. D. N. Road, Mumbai-400 001. Tele: 2833990, 2040987. Competition Success Review is a monthly magazine published from Delhi. All disputes are subject to Delhi jurisdiction only.

# Persons And Places In News

PERSONS

Atal Behari Vajpayee: The Prime Minister was honoured with the Honest

Man of the Year award for 1997 by Sulabh International Social Service Organisation. He received the award from the Vice-President, Mr. Krishan Kant on November 26, 1998. After receiving the award, which carried a plaque, a gold medal, a citation and a



cash component of Rs. 5 lakh, Mr. Atal Behari Vajpayee returned the cash to the organisation to be put to best use for the upliftment of the downtrodden.

Digvijay Singh: The Congress leader and architect of its spectacular victory in



Digvijay Singh

the recent Assembly election in Madhya Pradesh, was sworn-in as the Chief Minister of Madhya Pradesh for a second consecutive term on December 1, 1998. Mr. Digvijay Singh is the 21st Chief Minister of the State and the second to be sworn-in for a second

consecutive term. After five years, of dealing with faction politics, Mr. Singh is unlikely to change the tactics which stood him in good stead.

Ashok Gehlot: The 47-year-old Rajasthan Pradesh Congress Committee President and Member of the Lok Sabha from Jodhpur was sworn-in as the Chief Minister of Rajasthan by the Governor Mr. N.L. Tibrewala on December 1, 1998. Mr. Ashok Gehlot, who comes from a family of magicians and was picked up by the late party leader and former Prime Minister Rajiv Gandhi as a youth leader in the early 80s, is the first OBC Chief Minister of the State.

Sheila Dikshit:
Delhi Pradesh
Congress President
was sworn-in as
the Chief Minister of
Delhi on December 3,
1998. The 61-year-old
Mrs. Sheila Dikshit is
the first woman
Congress Chief
Minister of the Union
Territory. The



Sheila Dikshit

convent-educated daughter-in-law of the late Union Home Minister, Uma Shankar Dikshit, plunged into electoral politics 14 years ago and was inducted into Rajiv Gandhi's Cabinet.

Zoramthanga: Mizo National Front President was sworn-in as Chief Minister at the head of a 15-member two-tier coalition ministry in Mizoram on December 3, 1998. Mr. Zoramthanga is the leader of the United Legislature Party comprising the Mizo National Front (MNF) and the Mizoram People's Conference (MPC).

Luizinho Faleiro: The Goa Congress leader, who was sworn in as Chief Minister of the State on November 26, 1998 is the third Chief Minister after the last assembly elections. Mr. Luizinho Faleiro replaced Mr. Wilfred de Souza.

Linor Abargil: The 19-year-old Miss



Linor Abargil

Miss World 1998 at the Miss World 1998 at the Miss World beauty pageant in Seychelles on November 26, 1998. Ms Linor Abargil, who is a model, seeks to pursue a career in media communications and is an expert in jazz and classical and modern dances.

N. Chandrababu Naidu: The Andhra Pradesh Chief Minister figures in the "Dream Cabinet 1998", a cover feature of the November/December issue of the London-based World Link economic magazine. The Editor-in-Chief of the magazine, Mr. Lance Knobel said in a letter to Mr. N. Chandrababu Naidu: "You were

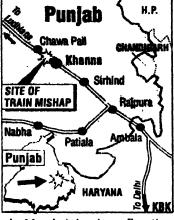
selected as one of our ministers of the year in the cover feature of our November/ December issue."

K. Subrahmanyam: The defence analyst and an ardent critic of the National Security Council set-up, has been appointed the Convener of the National Security Advisory Board (NSAB).

Santosh Sivan: This Indian film-maker catapulted India on centre-stage by winning all the major awards at the 22nd Cairo Film Festival which concluded on December 7. 1998. His National Award winning film The Terrorist, loosely inspired by Rajiv Gandhi's assassination, bagged the Golden Pyramid for the best film, best director and best actress for Ayesha Dharker. Sivan's film probes into the psychology of a suicide bomber and ferrets out stray nuggets of humanity in the sea of hatred that has suffused the assassin's psyche. The Terrorist has also been included in the Indian Panorama section for the International Film Festival opening in Hyderabad on January 10, 1999.



Khanna (Punjab): The place was in the news when the speeding Calcutta-bound Jammu-Sealdah Express rammed into the bogies of the Amritsar-bound Golden



Temple Mumbai-Amritsar Frontier Mail minutes after they had derailed, 6 km off this town, killing over 200 people and injuring 250, on November 26, 1998.



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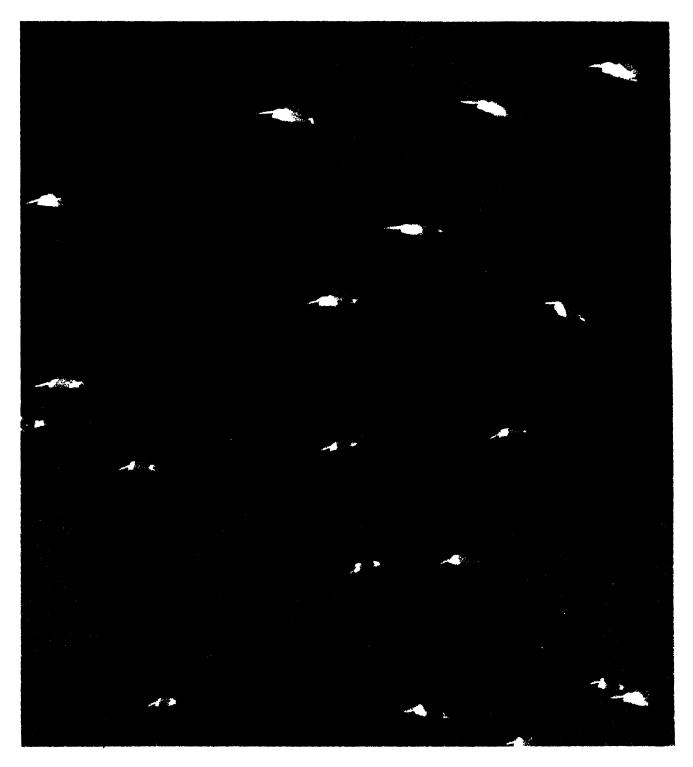
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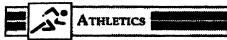


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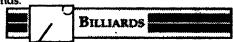
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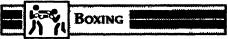




Fukuoka International Men's Marathon: Jackson Kabiga of Kenya won Japan's Fukuoka International Men's Marathon on December 6, 1998. Kabiga, who won the Paris marathon in a record time in April 1997, clocked two hours eight minutes 42 seconds.

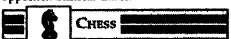


Riley Northern Open International Billiards Championship: World No. 1 and defending champion, Mike Russell of England clinched an emphatic 1719-554 victory over compatruot Chris Shutt in the final of the 1998 Riley Northern Open International Billiards Championship in Middlesborough on November 19, 1998



WBA Super Welterweight World Championship: French boxer Laurent Boudouani defended his WBA Super Welterweight title, stopping the exhausted American boxer Terry Norris in the final seconds of the ninth round of WBA Super Welterweight World Championship in Paris on November 30, 1998.

Britain's First Professional Women's Boxing Match: Britain staged its first professional women's boxing match where 30-year-old Jane Couch won a brief but bruising contest on home soil on November 25, 1998. She beat the 18-year-old German opponent Simona Lukic.



Wydra Memorial Rapid Chess Tournament: Grandmaster

Viswanathan Anand

Memorial Rapid Chess

Tournament in Israel

held between November

Anand and Judith

Polgar sharing the top

spot with 11.5 points

each from 14 games.

Anand's victory against

**Judith with white pieces** 

took him ahead in the

clinching the title. In the

eight-player double round-robin format,

Anand recorded nine

wins and five draws. He

19-21,

Tournament

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1998.

Wydra

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Viswanathan Anand Winner of Wydra Memorial Rapid Chess Tournament

opponent at least once. Anand's victories with white pieces came against Gelfend, Judith Polgar, Kosashvilli, Smirin and

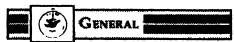
Alterman. With black pieces he won against Kosashvilli, Smirin, Greenfield and Svidler.



World Cup Cricket For The Blind: The indomitable Field brothers, captain Rury and Scott, came up with landmark partnership of 376 to single-handedly power South Africa to clinch the title in the World Cup Cricket for the Blind, defeating Pakistan, at the Harbaksh Stadium in New Delhi on November 28, 1998. Rury and spelt doom for the Pakistan camp, who scored a manumoth

Scott spelt doom for the Pakistan camp, who scored a mammoth 372 for five in 40 overs.

Pakistan-Zimbabwe Three-Match Series: Ijaz Ahmad's explosive century and a three-wicket burst by off-spinner Saqlain Mushtaq helped Pakistan beat Zimbabwe by 111 runs on November 24, 1998 to clinch the three-match series 2-1 in Rawalpindi. Zimbabwe chased 302 runs scored by Pakistan, but the visitors could score 191 runs.



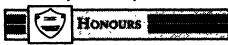
13th Asian Games: The 13th Asian Games 1998 were inaugurated in Bangkok on December 6, 1998. India clinched

the first gold medal when in a spectacular performance Jyotirmoyee Sikdar beat China's Wang Qingfen in the women's sprint to break the beam in 4: 12.82 minutes extended beyond 1500 metres while India's Sunita Ranı claimed the bronze in the same competition on December 14, 1998. India struck its second gold on December 15 by retaining its supremacy in Kabaddi. India had first won the gold for Kabaddi at the Asian Games in Beijing in 1990 and retained it in Hiroshima in 1994, India won the third gold when Jyotirmoyee won the 800 metres also on December 17, 1998. Earlier, India clinched one silver, the first medal when in 63 kg division weightlifing



Jyotirmoyee Sikdar who won two gold medals for India, one in the 1500 metre sprint and the other in 800 metres

Karnam Malleswari was placed second going into the clean and jerk lifting 125 kg in her second attempt on December 10. In women's marathon, Naoko Takahashi of Japan set a new Asian record to claim the first gold medal in the Asian Games, ten hours before the opening ceremony. Chinese Yang Xia demolished the world record twice in the 53 kg weightlifting, lifting 120 kg in clean and jerk for a world record and having lifted 92.5 kg in snatch earlier, her total of 212.5 kg too went beyond the mark of 210 kg that her compatriot Wang Xiufen had established at Lahiti, Finland. As the games progressed, China led the medal tally followed by South Korea and Japan.



Athletes of the Year: World sprint champion Marion Jones of the US and 5,000-m world record holder Haile Gebreselassie of Ethiopia were named Athletes of the Year at the 1998 World

Athletics Gala in Monaco on November 23, 1998.

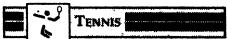
Castrol Indian Cricketer of the Year Award: Cricketing genius Sachin Tendulkar was presented the Castrol Indian Cricketer of the Year Award in Mumbai on December 1, 1998. He received the trophy and prize money of Rs. 5 lakh.

K.K. Birla Foundation Sports Awards: Sachin Tendulkar and physically handicapped woman athlete Malathi K. Holla were honoured for their outstanding achievements at a function by the K.K. Birla Foundation Sports Awards on November 29, 1998. Tennis player Leander Paes was conferred a special award for his spectacular bronze medal victory at the 1996 Atlanta Games to become the first Indian individual Olympic medallist since bantamweight grappler Keshab Jadhav had won a bronze in 1952. Veteran distance runner Shiny Wilson was given the Special Award for 1995, while woman weightlifter Kunjarani Devi, badminton star Pullela Gopi Chand and woman climber Santosh Yadav (Special Award) were the recepients for 1996.

Jesse Owens Memorial Awards: World Cup champions Marion Jones and John Godina were named winners of the Jesse Owens Memorial Awards for 1998. Jones, a sprinter and long jumper, won the award for the second straight year, while shot putter/discus thrower Godina became the first thrower to win the most prestigious US Athletics Award.

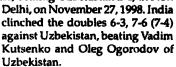


US Open: Frederik Deburghgraeve of Belgium set the world short-course record in the 100-metre breast stroke at the US Open on December 3, 1998. The 1996 Olympic champion and world record holder in the long-course 100 breast stroke, Deburghgraeve broke his own short-course world mark by clocking 58.79 seconds.



ATP Senior Tour of Champions: US tennis veteran John McEnroe defeated Guy Forget of France in the singles final of the ATP Senior Tour of Champions in Zagreb, Croatia on November 16, 1998. McEnroe received US\$ 30,000 for his victory.

Asia Cup: Mahesh Bhupathi's sterling performance in partnership of Syed Fazaluddin ensured India to retain the Asia Cup tennis championship title, beating Uzbekistan 2-1, in New



Davis Cup: Sweden's team Magnus clinched victory to complete a 4-1 win against Italy, leading one of the world's top tennis nations to a seventh Davis Cup in Milan on December 6, 1998. First, Magnus Gustafsson beat Gianluca Pozzi 6-4, 6-2 to give Sweden a 4-0 lead. However, Magnus Norman succumbed to a charged-up Diego Nargiso, who saved face for the beleaguered



Mahesh Bhupathi who helped India retain the Asia Cup

hosts Italy with a win in the last singles 6-2, 6-3.

ATP Seniors: John McEnroe won his fifth tournament in a row with a spectacular 7-5, 6-3 victory over Yannick Noah in ATP Seniors in London on December 6, 1998. Earlier, the US tennis veteran defeated Frenchman Henri Leconte 6-4, 6-2 to enter the final, while another Frenchman Guy Forget had to sweat it out before beating Pat Cash 7-5, 6-7 (7-3), 10-8. Hitting winners from all parts of the court, the 39-year-old three-time Wimbledon Champion won his eighth

# **SPORTS**

championship of the year on the seniors tour having already won the series.

Advanta Championships: Steffi Graf continued her late season winning spree with a victory over World Number One Lindsay Davenport 4-6, 6-3, 6-4 to capture the \$ 450,000



A jubilant Steffi Graf of Germany, Winner of the Advanta Championships in Philadelphia

Advanta Championships in Philadelphia on November 15, 1998. The 29-year-old German earned her 106th career title.

Flash Sports ITF Women's Tennis Tournament: Tithiana Garbin of Italy beat the seventh seed Amanda Hopmans 6-3, 6-2 in the singles final of the Flash Sports ITF Women's Tennis Tournament in New Delhi on December 5, 1998.

Chase Championships: Second seed Martina Hingis fought her way back to the winner's circle by beating top seed World No.1 Lindsay Davenport in the final of the season-ending Chase Championships in New York on November 22, 1998. The 18-year-old Hingis ended a six-month title drought with a convincing 7-5, 6-4, 4-6, 6-2 victory to clinch one of the big titles she hadn't yet won, one which her name sake, Martina Navaratilova, had won a record eight times.

ATP World Doubles Championships: Jacco Eltingh and Paul Haarhuis closed out their successful run as the top doubles team, beating Mark Knowles and Daniel Nestor 6-4, 6-2, 7-5 for the Phoenix ATP World Doubles Championship in Hartford on November 22, 1998.

Stockholm Open: Todd Martin of America won the Stockholm Open for the first time, defeating Thomas Johansson of Sweden 6-3, 6-4, 6-4 in Stockholm on November 15, 1998. Martin prevented Johansson from claiming a fourth consecutive title for Sweden in the event. The unseeded American clinched his seventh ATP title when Johansson sent a return long in the next game to round off the final in one hour 50 minutes.





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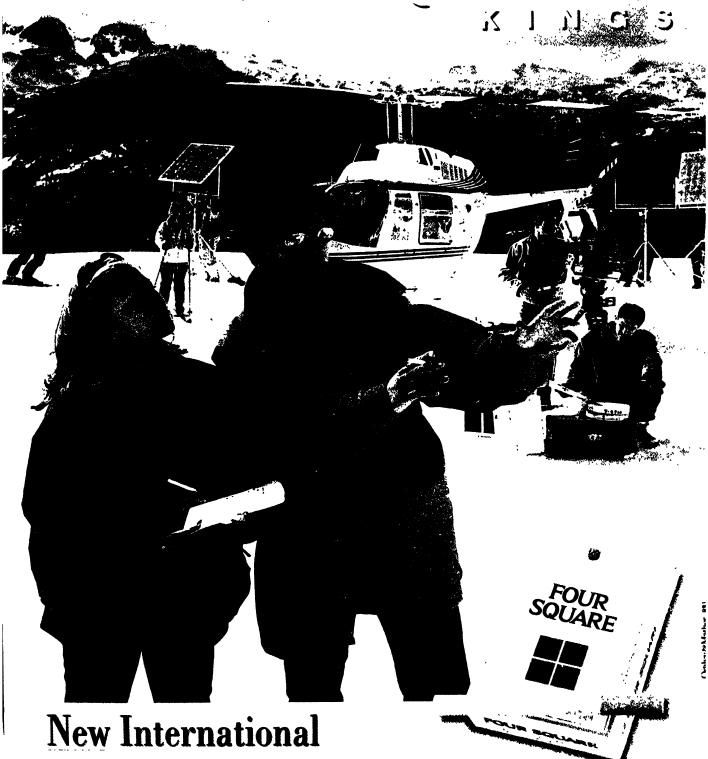
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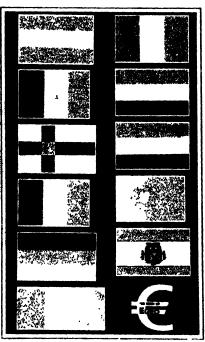
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The have to injust him to use and reach the sky. You have to believe and he sure of governtly to win the petts. Migrage your mist can conceive and fellows it can surely achieve. And your mist in truth is mothing but a hundle of your own thoughts. No thoughts und no mind proclaim the anges and scriptures.

Since you have the power to shape your thoughts, you agreematically also have the power or fashion your fate and decide your descrip. Thus your thoughts are the most power, powerful and prime source of your success. For your thoughts to blossom into success, they should be combined with definitiveness of purpose, perseverance and a birming, pulsating, strong desire to translate them two action.

Policye that you will succeed and believe in it firmly. You will then do whatever is necessary to being success about. Faill in mountail, confidence that any and will necess in the key or write success in any penture. If you keep your wind sixteed to your goal and focus your shoughes as the freat and splendid things you what so achieve, you will find yourself unconsciously selecting spon the apportunities that are required for the fulfilment of your design.

Giographe are discussed Conference the right minital attitude of country, frankfust and proof cheer. Think of success in your work and you will then do—automatically and unconsciously—the things necessary to being success about. If your desire is used and efforts are erroric, your achievements will also be slight and fleeting. But if you go after your goal with the single-mindedness of a buildag after a cat, with boundless energy, enthusiasm and determination, nothing and nobody under the Sun can stop you from reaping success and securing your cherished objective.

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# Bureaucracy: A Millstone Around India's Neck

Least productivity, no accountability, miles and miles of red tape that work as a noose to seal the fate of human beings crying for justice from the corridors of power and well-conceived awaiting completion projects characterise India's bureaucracy. India's Civil Service has earned the sobriquet of Steel Frame. On the morrow of Independence a free government wanted the civil servants from top to bottom to look at their work and the millions of people they were supposed to serve from a different angle, not as servants of the colonial masters but as the servants of a people's government to give a better

deal to people denied justice under centuries of colonial rule. But the so-called civil servants are no longer servants. They are virtually masters capable of twisting rules to block progress in every conceivable way. To shed the 'colonial' stigma, the policy-makers rechristened the Indian Civil Service (ICS) as the Indian Administrative Service (IAS), but the cosmetic change did not bring about any change of heart in either the officers or the mammoth hierarchy reaching down to the babu. At least the swaggering ICS officials had loyalty to the British Raj, but the present day officialdom and babudom are loval neither to the powers that be nor to the people, bu' loyal only to their burgeoning pay packets (periodically revised by the Pay Commission), perks and !nnumerable holidays-stipulated unannounced—they enjoy. You can't blame them for the slow movement of the 'files', for the time at their disposal is limited. Out of 365 days in a year, nearly half are taken away by various sectional holidays. national holicays, casual leave, medical leave, earned leave, half-pay leave and many other unannounced holidays and strike days after giving due notice.

Added to the proverbial sloth of the official hierarchy is the cancer of corruption for which the bureaucracy, together with the politicians, has become notorious. A helpless Rajiv Gandhi as Prime Minister had himself admitted that almost eighty-five per cent of the funds meant for most of the projects are nibbled away and only a paltry 15 per cent reaches the people. Brave hearts like T.N. Seshan, Khairnar, Alphonse, Kiran Bedi, Joginder Singh et al. altogether belonging to a different class, have often tried in the recent past to expose the cancerous underbelly of the Indian bureaucracy plagued by not only corruption, but by sluggishness, unaccountability and flab.

The spate of scams that engulfed the country in the 90s showed in lurid detail the deep, labyrinthine tunnels dug in the foundations of Indian polity by the corrupt bureaucrats, together with their cohorts in other fields.



Ninan India Teday

Take any case, Bofors, urea scam, fodder scam, securities scam, thousands upon thousands of officials from the ranks of chairmen of banks. top IAS and IPS officials, revenue officials to petty clerks have been involved in the white-collar crime. And if any good soul dares dig up the facts. he would find more mud on his face that he can fling on the image of our functioning anarchy. From the telephone linesman and the constable, from the clerk to the top boss, corruption has been thriving at every stratum. Said Seshan: "Every patch of India is corrupt." If anyone dares cleanse it, the whole structure will

collapse like a house of cards.

Bureaucracies the world over have changed their style of functioning to catch up with the times to achieve greater results for the government and the people by way of improved efficiency, quick action and decision-making, but in India, even with computerisation and the application of a few modern methods here and there, the old, antiquated mindset as not to look at the world around positively still persists. The millions of cases piling up in different courts and tribunals and ten times that number of people dreading any kind of litigation because of the cruel delay in disposal of cases go to prove how much the common man suffers for want of basic justice from the citadels of power.

Meanwhile, bureaucracy seems to bloat at all levels in disproportion to the work at hand. When the First Pay Commission was set up, its size was 14.45 lakh and with the latest Fifth Pay Commission it assumed a gigantic size of 38.76 lakh. In most of the projects and programmes the poor government ends up paying three-fourths of the funds for the bureaucratic hierarchy and the remainder goes to the beneficiaries. According to the Public Finance Statistics published a few years ago by the Ministry of Finance, the administrative (non-developmental) expenditures of the government increased from Rs. 43615 crores to Rs. 79079 crores-an increase of 61 per cent between 1990-91 and 1994-95, but the development expenditure rose from Rs. 26542 crores to Rs. 36316 crores—an increase of only 37 per cent! Here is the Reserve Bank of India that tells the Government to control its expenditure, but the Bank itself increases its expenditure on its employees by 51 per cent in a single year (1994-95)!

"Nothing will happen if the size of the bureaucracy is cut by half," says Mr. Joginder Singh, former Director of CBI. "Perhaps the government will function more effectively." He says that "lack of work forces people to be obstructionists. Instead of helping in implementing the government's policies, underworked staff become a devil's workshop."

In fact, the Fifth Pay Commission was asked to prune the bureaucracy and suggest ways to improve efficiency and accountability, but the United Front Government was too obliging to the government employees; it bestowed on them a largesse larger than that recommended by the Pay Commission without any corresponding obligation on the part of the employees to give their due to the people. There cannot be a worse appeasement. The government conveniently lettisoned the suggestions to tone down the bureaucracy.

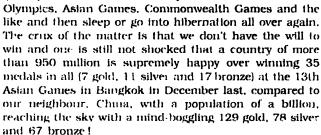
Let us remember that the Indian bureaucracy, together

with other organised sectors, comprise ten per cent of the workforce in the country and they appropriate all the best that the government provides, leaving the majority of 90 per cent unorganised sector as second-class citizens. Can we allow this privileged class to take the rest of India for a ride?

No wonder, the then Speaker of the Lok Sabha, Mr. P.A. Sangma, called for dismantling the bureaucracy in November 1997 as it was "standing in the way of progress of Indian economy." He said that the Indian bureaucracy has led to unimaginable project delays resulting in cost and time overruns.

# Excellence In Sports : For Ever A Daydream

At the end of every mega-sport event, the Indian sports officials. MPs, media and ministers include in the routine habit of giving more of the same thing in perhaps the most perfunctory way of what has gone wrong and what needs to be done. The composition of these so-called judges and jury of sorts might have changed over the last 51 years, but neither their mindset, nor their knee-jerk reaction and total maction, following all the crocodile tears shed, haven't changed. One gets sick of these innumerable Rip Wan Winkles who get up only to the wake up calls of



Here is a country that gets excited and elated just because it has inched forward, improving upon one dismal record after another at successive Asian Games. As far as our record in Olympics is concerned, India still belongs to the primitive world. It is a matter of deep shame that we are clated with a handful of Jyotirmoyee Sikdar, Dingko Singh, Shandilya, Gect Sethi and the kabaddi and hockey teams. As in any other field, excellence and striving for perfection is not in India's blood. We prefer to compare one backward state to another-UP with Bihar or vice versa, and not with Singapore or South Korea! Neither our government nor those supposed to build up a sports culture have any set agenda or goal that can make India one among the frontline sports nations of the world. Even whatever needals our sportspersons manage to get for their country are more by dint of their perseverance and personal effort. Our is the only country where you have more of politics in sports and less of sports in politics, miles of red tape that make the athletes trip before they reach the victory line tape and poor start in sports right from educational institutions.

It only we analyse our performance at each mega-sport event, we will find enough skeletons tumbling out of the cupboard. When our bantamweight pugilist Dingko Singh



of Manipur won the gold for India in boxing in Bangkok, one must admit, ironically enough, that the credit for his championship should singularly go to the Indian authorities who dilly-dallied over his selection, releasing his air ticket just an hour before the team's departure for Bangkok. It was only on the persistence of the Indian Amateur Boxing Federation that the IOC cleared the name of Dingko Singh who had shut himself up in a solitary room mulling over the traumatic interlude before his name was cleared. In fact, every punch he landed on his rivals at Bangkok was

vicariously more directed at the nose of the pitiable sports 'non-person' in India. Does anyone know what the weightlifting Kunjarani Devi advised her compatriot Dingko? "Before the final I told Dingko in Manipuri that he should remember all the insults he had to undergo and channelise the energy into his punches. He has done us all proud." Here was the young pugilist from Manipur who converted the negative messages from IOC into a positive success for boxing and !uscountry.

If ever any international sports body institutes an award of a gold medal for bureaucratic red tape, India is sure to win it hands down. World billiards champion Geet Sethi had his own bitter experience at XIIIth Asiad. Even a week after his team's arrival in Bangkok, they did not receive the official T-shirts and track suits. "I went to Chef de-Mission's room and wanted to know who was responsible for all this. They said IOA... I asked them why we have not been given what we were supposed to get. It is not that T-shirt matters so much to us. But then, we are here as a team and we should move around the Village like one... I thought of organising a gherao because it is the only language these chaps seem to understand... Just about every team in the Village look smart in official tracksuits and T-shirts. The Chinese even wear coordinated (matching) Reebok shoes! And we go about in shirts, pants and jeans. I told IOA officials that we were not beggars and that we should move around dressed as smartly as the others...'

If such things can happen to a world champion like Geet Sethi, better not talk to the lesser mortals in our insular sports universe about what they feel about the environment that is supposed to nurture them.

(Continued on page 138)

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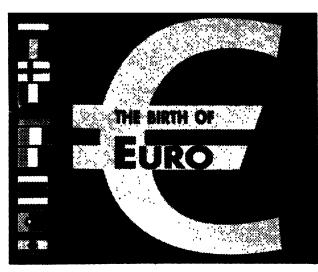
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# THE BIRTH OF EURO

"We cannot be separated in interest or divided in purpose. We stand together until the end." What Woodrow Wilson said several years ago has been implemented right to the spirit of the law by eleven European countries-Germany, France, Austria, Belgium, Finland, Ireland, Italy, Luxembourg, the Netherlands, Portugal and Span-whose sustained perseverance and parience is hered in the much-awaited Euro, the single currency of Europe-on the New Year Day on January 1, 1999. The launch of EMU (European Monetary Union) is described as the most ambitious monetary experiment since the launch of the Brettonwoods System at the end of the Second World War. At the chime of midnight bells in Brussels, these eleven European countries left behind their distinctive currency identities to launch a currency, single and common to all, challenging the mighty US dollar. As eleven currencies got locked to Furo, Britain, Sweden, Denmark and Greece chose to remain on the sidelines. The 290 million people of Euroland—as the eleven countries before they can hold new Euro notes and The Ministers belonging to EMU ratified the irrevocable conversion rate finalised by the European Commission, the executive body of the EU, at their meeting in Brussels on December 31, 1998 to set in motion the third and the most crucial phase of the EMU. From its official launch at midnight on Thursday, the 31st December, 1998, the Euro is worth:

1.95583 German marks 6.55957 French francs 1936.27 Italian lire 166.386 Spanish pesetas 2.20371 **Dutch** guilders 40.3399 Belgian francs 13.7603 Austrian schillings 200.482 Portuguese escudos 5.94573 Finnish markka 0.787564 Irish pounds 40.3399 Luxembourg francs

(Based on these rates, the euro is expected to start trading at \$ 1.1665)

Around 50 billion coins and 13 billion notes will be needed to replace existing currency.

Pink, Healthy Baby

The virtual reality of EMU (European Monetary Union) with their pink and healthy baby, Euro, reminded one of the palmy days of the Roman Empire,

consigning to the limbo of history the tattered chapters of European rivalry. It conjured up a vision of greater European prosperity and a possible United States of Europe. In fact, the Monetary Union is the most ambitious project since the grandiose plan of pan-European unity as conceived by Emperor Napoleon Bonaparte's vision of Europe, re-lived by the former British Prime Minister Winston Churchill.

Euro was born to EMU, and EMU was born to the dream of a unified Europe. Those who revel in the grandeur of Europe trace the dream to the halcyon days of Julius Ceasar, Charlemagne, Napoleon, Karl Marx and Adolf Hitler. Euro has even outlived the Franco-German animosities thawing into a settlement with the signing of the Treaty of Rome in 1956. And coming to the recent times, Euro is the triumph of the authors of Maastricht Treaty, and above all, for Jacques Delors, Helmut Kohl and Francois Mitterand, the visionaries who conquered the scepticism of the detractors who scoffed at the idea of any possible economic and political unity in Europe. The birth of Euro also fulfils a dream nurtured for decades by visionaries such as former Luxembourg Prime Minister, Mr. Pierre Werner, who advocated a European currency as long ago as 1960.

In the meanwhite, Euro has already appeared on bank accounts, travellers cheques and on plastic cards. Pending the appearance of hard cash in January 2002, the national currencies of the 11 members of EMU will continue in circulation.

Existing national central banks, such as the powerful German Bundesbank, will continue to exist, in effect, as branches of the European Central Bank, which will from now onwards manage the future of Euro. The national banks will transfer 50 billion Euro (\$58.38 billion) in reserves to the Central Bank.

Braain is in no frame of mind to surrender the pound sterling as it and its people feel that Euro is a challenge to their national identity, sovereignty, tradition and superior status. A few conservative politicians see the Euro as a German racket designed to fulfil an old German dream through new methods. But none can predict the future. Britain might change its stand and throw in her lot with the rest of Europe.

#### New Economic Superpower

In the first week after Euro came into being, it sent ripples around world markets. The Japanese Foreign Minister, Mr. Kichi Miyazawa said, "The advent of the Euro is



Moments after the signing of the official conversion rate of the single European currency Euro, Commission President Jacques Santer (left), Wim Duisenberg President of the European Central Bank (second left), Luxembourg Prime Minister and Finance Minister Jean-Claude Juncker (third right), German Economics Minister Werner Mueller (second right), and French Finance Minister Dominique Stauss-Kahn (at right), toast on the occasion of the introduction of the new currency



widely expected to produce a new economic superpower to rival the United States and

its dollar." Greece, which has been deemed economically unfit to join the Euro now, reconfirmed its desire to be ready in two years and said its drachma would be pegged to the Euro. Denmark also announced a formal link between its crown and the new currency.

The Australian Government warned companies in the country that they faced a "competitive disadvantage" investing in Britain because it was outside the EMU. Australia is an important trading partner of Britain and the comment of the Australian Government has caused deep embarrassment for the British Government which has so far claimed that investment in Britain by MNCs may not be affected by Britain's stand to stay out of EMU and Euro.

#### Euro Vs Dollar

The first official American reaction to the emergence of Euro came from President Bill Clinton himself, who said that "a strong and stable Europe, with open markets and robust growth, is good for America and for the world", while US Treasury Secretary repeated his old nuntra that what is good for Europe will be good to: the USA. Though USA has shrugged off fears of Euro posing a challenge

to the dollar, the crux of the matter is that the European Fleven is a real match for US economic might. Euroland's total annual output of about \$6.5 trillion compares to the almost \$8 trillion in the US. And, according to European estimates, the Euro zone will form the world's greatest trading partner, with its exports in 1997 being 25 per cent larger than those of USA. The Euro zone's weight in global economy has prompted some to fear a shift of investor money out of the US dollar into the Euro, which would make it harder for US to attract the capital it needs to finance its rising trade deficit, eventually pushing up interest rates and putting a damper on growth.

More people (290 million) live in the EMU zone than in USA (265 million) and the total GDP of these countries is almost as large as that of USA. The US dollar roughly makes up 56 per cent of international reserves even though US's share of the world economy is only 20 per cent.

Predicts the US economist Fred Bregsten: "The Euro will move up alongside the dollar in what will amount to a bipolar international monetary regime, replacing the dollar dominance of the past 60 or 70 years."

Exciting days are ahead for the members of EMU. One European Commission study estimates that European businesses now spend some \$ 12.8 billion a year on currency conversion within the European Union, or

Rs. 49.50 and is expected to appreciate in the coming months because of the soaring demand for the new currency. Mr. Kebschul said that Euro will help India in globalisation as well as boosting the country's trade with the European Union. He said as EU is the most important trading partner for India its switching to Euro will reduce India's reliance on dollars for trade purposes.

What is going to be the extent of the impact of Euro on India? India's average annual exports with the present EMU block of eleven countries ranged from \$6300 million in 1955-96 to \$6142 million in 1996-97. Imports likewise stood at \$7816 million and \$7974 million during the same period. On an average, both exports to anc imports from the EMU block ranged

between 18 and 21 per cent of the total external trade, making it the largest trading partner. In the months and years ahead, we can ill-afford to ignore the growing impact of Euro or India's trading practices and banking activities. In a likely scenario of Euro offering tough challenges to the US dollar, EMU may insist on Euro-invoicing instead of US dollar.

A major advantage for Irtie is banks operating in India will be simplification of the number of nostro accounts abroad, where settlement risks and transaction cost involving more than a dozen currencies will be limited to one The rationalisation of nostro accounts will improve efficiency. easy reconciliation and better management of funds deployed By encouraging Indian investors to invest in EMU with comparatively less risk and investment portfolios, the Euro bonds and securities issues will swell. Likewise. Indian banks abroad, especially functioning in Euro zones, car get the benefit of less complex foreign debt, funds and a whole of range of banking transactions instead of dozen currencies.

Euro is likely to be a boon for Indian exporters frequently travelling to the EMU zone. The traveller will save on at least

three per cent foreign exchange since there wouldn't be any need to change currencies while entering a different country.

Since the Indian financial year is from April to March, it is quite likely that trading in Euro will gain momentum only after April 1999. The President of the Federation of Indian Export Organisations says that even though there is no compulsion to use Euro during the transitional period (from January 1, 1999 to January 1, 2002), still bankers, customs, the RBI and the like should gear themselves up and start holding seminars, workshops, and training programmes for their staff and develop software for the Euro.

#### THE BIRTH OF EURO

To start with only eleven countries are expected to introduce the Euro currency. These countries would initially use the common currency for non-cash transactions in trade, industry and financial markets from January 1, 1999. The common public will continue to use their existing national currencies for at least the next three years. Euro notes and coins will come into circulation only after January 2002.



0.4 per cent of the EU's gross domestic product. There is growing optimism that as the Euro forces greater efficiency, more aggressive strategists could add as much as one percentage a year to Europe's long-term GDP growt'.

#### Euro And India

In India, the Standard Chartered Bank struck the country's first forex option deal in pan-European currency on January 4, 1999 even as the market was feeling upbeat about Euro getting even with dollar in the days to come.

According to Dr. Dietrich Kebschull, Director of Indo-German Export Promotion Project, Euro has opened in the range of

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# INDIA

#### Union Cabinet Approves Ninth Five-Year Plan

The Union Cabinet approved muary 10, 1999 the draft of the Ninth Fiveear Plan (1997-2002) lowering the growth irget to 6.5 per cent from the earlier rojection of 7 per cent in the face of conomic slowdown. The budgetary apport, however, has been maintained at s 3,74,000 crore.

One major highlight of the Plan is that te gross budgetary support Rs. 3,74,000 ore contains a provision of Rs. 21,946 crore or a Special Action Plan (SAP) of the Prime finister. The SAP will lay emphasis on five reas: food and agriculture, physical ntrastructure, health, education, housing midrinking water, information technology nd water resources.

According to the member-secretary of the lanning Commission, Mr. S.R. Hashim the owering of the growth target came in view f the slow growth achieved in the first two ears of the Plan - 5 per cent in 1997-98, and n estimated 6 per cent in 1998-99

On macro economic dimensions of the ndian economy, Prof Hashim gave a etailed outling, saying for a GDP growth ate of 6.5 per centifuring the 1997-2002 plan eriod, domestic savings rate is being rojected at 26.1 per cent of the GDP against 38 per cent in Lighth Plan. According to am, the current account deficit is projected 12.1 per cent of the GDP as against 1.1 per I The investment rate has been projected d 28.2 per cent against 24.9 per cent.

While dispelling the misgivings At Hashim said the Government was onfident of achieving a 4.5 per cent GDP prowth during the Ninth Plan when the GDP prowth rate during 1997-98 was only 5 per ent. The Government had targetted a 6 per ent GDP growth during 1998-99 and during he remaining three years of the Ninth Plan period the GDP growth rate would be accelerated to 7 per cent. "This growth rate," ne said, "is achievable as the economy has ilready started showing signs of a urnaround."

Surprisingly, planners too concede that a ' per cent annual growth in the next three years will not be feasible unless exports ow by about 14 to 15 per cent in volume.

According to Mr. Pranab Sen, adviser to the Planning Commission, "Resources are and a problem. But investment confidence is. It all depends on the private sector's investment demand." Economists agree with the fact that investment is the key to growth and for the present, investor confidence remains low.

#### **Bharat Ratna Conferred** On Jayaprakash Narayan

the post-independence India, Jayaprakash Narayan stands out as one of



Jayaprakash Narayan

the pre-eminent freedom fighters who adhered to Gandhian values till the end of his life. He was also one who cared little for any official position and much less for any honours. In an official announcement on December 23, 1998, the Indian Government conferred its highest civilian honour - Bharat Ratna-posthumously on the legendary social worker and statesman, Jayaprakash Narayan, popularly known as JP. He is the 35th recipient of the Bharat Ratna.

It is, undoubtedly, a belated recognition of a saga of dedicated service both in the freedom movement and during the social upheavals that unfolded in the decades after Independence. JP was indeed a great leader, a committed nationalist and out and out patriot who cherished individual liberty and human dignity. Such was his personality that he commanded respect and adoration, both from his admirers and opponents. He fought tooth and nail against all forms of exploitation and oppression.

In stature, JP was no less inferior to stalwarts like Jawaharlal Nehru, Rajendra Prasad and Maulana Abul Kalam Azad. Above all, what made him stand apart from the rest was that, like Mahatma Gandhi, he was suspicious of power and believed that true power or Lok Sluktl rested only in the common people. In fact, he was quite instrumental in launching the people's movement in the country. India had for the first time a government ruled by a non-Congress Party headed by Morani Desai in 1977. At great personal risk to his life and the imprisonments, he suffered, JP exposed the denial of fundamental freedom during the Emergency. He was disillusioned by the failure of the Sarvodaya Movement though his idea of Total Revolution of challenging the authorities found unprecedented mass

The Navnirvan Movement launched in Gujarat and Bihar marked a turning point in the post-independence India as JP became the symbol of defiance to authoritarian regimes, inviting the wrath of the then Frime Minister, Mrs. Indira Gandhi. His detention sparked nationwide protests.

JP had implicit faith in the pluralist orientation of Indian culture. His political ideas often confounded his supporters and opponents alike, but his integrity and commitment to the cause of democracy overwhelmed all. Interestingly, one of his admirers in British Parliament even nominated him for the Nobel Peace Prize in 1979 By honouring JP with Bharat Ratna, the nation has indeed' acknowledged his great services.

#### New Chiefs for Air Force And Navy

The Flag Officer Commanding-in-Chief of the Kochi-based Southern Naval Command, Vice Admiral Sushil Kumar took over as the new Chief of Naval Staff on



December 30, 1998 with the rank of Admiral. He replaced Admiral Vishnu Bhagwat, who was dismissed by the Government in a sudden move.

Commissioned in 1961, Admiral Sushil

Kumar belongs to the executive branch of the Navy. The most decorated officer in the Navy, he is a specialist in amphibious warfare and hydrography. He had actively participated in the 1963 Goa operations and the Indo-Pak wars of 1965 and 1971.

Air Chief Marshal Anil Yashwant Tipnis took over as the new Chief of Air Staff on December 31, 1998. He succeeded Air Chief Marshal Satish Kumar Sareen, who laid down office on completion of his three-year tenure.



Air Chief Marshal Anil Yashwant Tipnis

Air Chief Marshal Tipnis was born on September 15, 1940 in Chhattisgarh in Madhya Pradesh. He joined the National Detence Academy in January 1956 at the age of 15 Commissioned as a fighter pilot in the Indian Air Force on May 28, 1960, he excelled right from the beginning and was awarded Mazumdar Trophy for being best in flying on jet aircraft, Narona Trophy for best all-round performance in the pilot attack instructors course and Sword of Honour for best all-round performance during fighter combat leader course.

He took over as an Officer Commandingin Chief of Western Air Command on August 1, 1995 and was later appointed as Vice Chief of Air Staff on April 1, 1997. He is the recipient of the Param Vishisht Seva Medal. Att Vishisht Seva Medal and Vayu Sena Medal and has also acted as ADC to the President

Air Chief Marshal Tipnis is an officer with exceptional career profile and had the experience of flying all the aircraft in the IAF's inventory. He participated in the 1965 operations as a young member of the only. MiG-21 squadron in the Indo Pak War.

#### Second National Commission On Labour

The Government has decided to constitute the Second National Commission on Labour to propose a comprehensive legislation for workers in the unorganised sector, besides rationalisation of existing labour laws in the country. Union Labour Minister, Dr. Satyanarayan Jatia said that the Commission would comprise two full-time and seven part-time members from the Government, the industry and among the workers, and will have a tenure of 24 months.

The decision to form a labour commission might put on hold the changes in labour laws. Retrospectively, the First Labour Commission was appointed in 1966, which submitted its report to the Government in 1969. Many recommendations of the First Labour Commission were incorporated in the labour laws in the country.

The Second Labour Commission has been necessitated in view of the rapidly changing economic scenario, particularly after the opening up the country's economy. In fact, the proposal was mouted on the basis of recommendations of the Indian Labour Conference in 1992.

The Commission would review labour legislations in both organised and unorganised sectors. In the unorganised sector, which employs about 320 million workers out of the total 350 million working population, the main emphasis will be on ensuring a minimum level of protection to the workers.

At present, various laws applicable to the unorganised sector included the Minimum Wages Act, the Contract Labour (Prohibition and Regulation) Act, the Bidi Workers Act, 1996 and the Bonded Labour System (Abolition) Act, 1976.

However, these laws do not encompass all the workers in the unorganised sector and therefore the Second National Commission on Labour would try to formulate an "umbrella legislation" for all of them.

The focus of the newly-constituted Commission would be to suggest rationalisation of the existing laws so as to make them more relevant and appropriate in the changing context of globalisation and opening up of Indian economy.

#### Patents Bill

The BJP-led Government, aided by the Congress, secured passage of the controversial Patents (Amendment) Bill in Rajya Sabha on December 22, 1998 after a nine-hour debate that was marked by a determined opposition from the Left and other non-Congress opposition parties) The Bill with amendments was passed with 83 members voting in favour and 43 opposing it.

Industry Minister, Mr. Sikander Bakht, who steered the Bill and responded to the debate, as erted that the Bill had built-in provisions to protect national interests, while the Left charged it was a sell-out of national interest. However, the CPI(M) stalwart, Mr. Asbok Mitra and Congress leader, Mr. Kapil Sibal advocated the passage of the Bill. According to Mr. Sibal, India had never known to default on international agreements and "we had also opted to be in the mainstream of world economy, and in the present case, the Bill provided

for sufficient safeguards to get rid of any exploitative regimes")

Opposition leaders like Dr. Manmohan Singh and Mr. P.J. Kurien called on the Industry Minister, Mr. Sikander Bakht to convey that the Congress wanted an "amendment to protect the interests of the Indian system of medicine" to the Patents Bill. Conceding the suggestion, the Ministersaid the amendment would be included in the Bill on behalf of the Government.

However, the Government's tailure to get the Patents Amendment Bill considered and passed in Lok Sabha has put a big question mark on its intentions and points to unresolved issues within the Bharativa Janata Party and the larger Sangh Parivar. The principal Opposition party, the Congress (I), has squarely blamed the Government for taking the "risk" of an adverse fallout in the event of the country not meeting its international obligation of ensuring that the legislation is in place before April 1999, the World frade Organisation deadline.

It may be recalled that the Government's decision to open the insurance sector to foreign capital and its green signal to the Patents Amendment Bill was firmly opposed by what can be called the RSS "swadeshi" brigade.

But there is also an element of surprise which needs mentioning. The senior "swadeshi" hardliners among the Bharatiya Janata Party MPs, in an ironic twist, worked in tandem with the Left to ensure that the final consideration and passing of the Patenis (Amendment) Bill was put off. In sum, the Bill could not sail through Lok Sabha because of the "arithmetic" problem in House and that the BJP could not do anything without the required support from other political parties.

#### Indo-Russian Relations

Bilateral relations between India and Russia touched a new peak with the Russian Prime Minister, Mr Yevgeny Primakov's two-day visit to India on December 21, 1993 In the first place, the visit assumed significance in view of the recent combined attacks on Iraq by US and Britain particularly brushing aside the very presence of a world body-the United Nations Secondly, during his stay, both countries signed seven agreements including longterm military-technical cooperation between the two nations, which was described as the "depth of our relationship". Both sides believe that India and Russia share a "special relationship" which would be further enhanced by the strategic partnership.

However, the interest of each nation is definitely not the same despite the easy relationship and the compatibility of views on a number of international matters. This has been demonstrated by India when it cautiously responded to Mr. Primakov's proposition of "strategic triangle"—India, Russia and China—to pursue "joint aspirations of establishing peace and security in the world".



Prime Minister Atal Behari Vajpayee welcoming Russian Prime Minister Yevgeny Primakov at a ceremonial reception at Rashtrapati Bhawan, in New Delhi on December 21, 1998

It may be recalled that both the nations ad earlier signed the ten-year-old greement to build two civilian nuclear ower plants in Koodamkulam, Tamil Nadu, y September 1998, the first of the seven referred engine blocks promised to ISRO amounts its geostationary satellite had inded in India

The long-term military and technical opporation between New Delhi and loscow, slated to last until the year 2010 AD, igned in the presence of the Prime Minister 4r. Atal Behari Vajpavee and Mr. Primakov, inderwrites the continuing significance of ic relationship lindia remains an eager artner and a number of other deals, icluding the sale of Russian submarines, re in the pipeline.

Meanwhile, what went unnoficed, especially tter. Mr. Primakov became the Prime 4mister in August 1998, was that he eversed a government decision to auction a mure rupee-rouble debt, worth \$1 billion anally in tax cir of part allocation of the ent. In other words, Russian enterprises vill now spend at least \$500 million annually in buying goods from India. In fact, Ar Primakov has sought (sew Delhi's assistance in giving food and pharmaceutical aid a help tide over the terrible Russian winter.

Bilateral cooperation in the economic, industrial and financial sectors has proved nutually beneficial and has safeguarded the wo countries' shared interests in diverse pheres such as atomic energy, computer oftware, space research and oil exploration. here is an open acknowledgment by both he nations that their close relationship in II helds has stood the test of time for fortyong years.

## Women's Reservation Bill

The BJP-led Government rushed through with the introduction of the Women Reservation Bill in Lok Sabha on November 4, 1998 amid vociferous protests by the iamajwadi Party and the Rashtriya Janata Dal. If passed, one-third of the seats in Lok

Sabha and the State Assemblies would be reserved for women. Meanwhile, the Government is under duress to provide for a separate quota for the OBCs.

The Law Minister, Mr. M. Thambi Durai Introduced Bill the with overwhelming support of the ruling alliance, the Congress (I) and the Left parties. In the past two years, political parties frequently plunged Lok Sabha into chaos and

members came to blows twice over the Bill. The most recent clash surfaced when the Trinamual Congress leader, Ms. Mamata Banerjee roughed up an SP member, Mr. Daroga Prasad Saroj, during noisy scenes over the Bill.

The Bill, called the Constitution (84th Amendment) Bill, 1998, was first introduced in Lok Sabha in September 1996 and sent to a Joint Committee of the two Houses following a persistent demand for a separate reservation for women belonging to the backward classes and minorities. The demand cut across the political spectrum and barring the Left, all political parties supported the Bill. However, the Samajwadi Party, the Rashtriya Janata Dal, a section in the Janata Dal, the Bahujan Samaj Party and the Muslim League stuck to their demand for a separate quota for women of backward classes and the minorities.

Way back in 1996, a Joint Committee that examined the whole range of issues pertaining to reservation for women in its report on December 9, 1996, even extended the reservation for women in those cases where the number of seats in Lok Sabha

from a State was two. In the original Bill, however, the reservation was confined to States which had more than two seats in Lok Sabha.

In its current form, the Bill makes no distinction on the basis of caste except in the case of the Scheduled Castes and Scheduled Tribes women for whom one-third of the seats are proposed to be reserved from among the general SC/ST quota.

#### Indo-Sri Lankan Relations

Relations with Sri Lanka have always been special for India because of social proximity, and strategic reasons. This close friendship between the two nations has been further boosted by the visit of Sri Lankan President, Ms. Chandrika Kumaratunga on December 27, 1998. The three-day visit of President, Ms. Kumaratunga added a novel dimension not only to the economic ties between India and Sri Lanka but also boosted regional economic co-operation in South Asia.

More importantly, India has made it clear that it has no plan to play any mediatory or facilitatory role to resolve the Sri Lankan ethnic crisis. Besides, it was conveyed to the visiting dignitary that there has been no shift in India's policy towards the LTTE. While preserving the continuity of policy, India had extended the ban on the LTTE for two more years. Such an assurance was given by the Onion Home Minister, Mr. L.K. Advani during his meeting with the Sri Lankan President.

Further, the President, Mr. K.R. Narayanan eloquently expressed India's policy towards Sri Lanka We are conscious of the challenges that the people of Sri Lanka continue to face as they strive to live together in peace and harmony in a pluralistic society... Sri Lanka will achieve peace and tranquility within the framework of its national unity and territorial integrity."

The visit was of paramount significance as it heralded a new era in bilateral economic relations through the signing of the first-ever landmark Free Trade Area (FTA) pact between the two countries. The Free Trade Area would function as a catalyst for the larger South Asian Free Trade Area (SAFTA) among the SAARC countries.

While Indian exports to Sri Lanka were to the tune of \$560 million in 1997, imports from the island nation were pegged at little over \$42 million.

The Sri Lankan President's visit assumes additional significance as it was preceded



President K.R. Narayanan (l) and Prime Minister A.B. Vajpuyee (r) welcoming Sri Lankan President Chandrika B. Kumaratunga at a ceremonial reception at Raslitrapati Bhawan on December 28, 1998. The first lady Usha Narayanan is also seen in picture

by a major foreign policy statement issued by India. External Affairs Minister, Mr. Jaswant Singh, had declared that economic diplomacy and South Asian economic cooperation would be the official areas of India's external disposition. In this context, Ms. Kumaratunga's visit provided India its first major opportunity to put this policy into practice.

#### Prof. Amartya Sen In India

Happy days were there again for Nobel Prize winner for Economics, Professor Amartya Sen, when he visited his motherland in the New Year. India felt no less proud of honouring her 'Nobel' son who brought the country an uncommon pride. Small wonder, he announced to offer his prize money he got in the form of the Noble Prize, approximately Rs. 4 crore, to a charity Pratichi Trust, he wants to set up, to focus on education and healthcare. In his modest speech at the Netau Indoor Stadium, Calcutta, Prof. Sen said: "In view of the enormity of the problems faced, a trust of this kind can make only a little difference too little- but I must try to do what I can." Prof. Sen followed in the footsteps of India's first Nobel Prize winner for Literature, Gurudev Rabindranath Tagore who used his prize money to develop Visva-Bharati.

Prof. Sen was indeed "delighted and moved" to be back in Delhi University, which he had made his decade-long laboratory of research and theories. It needs no further elaboration that his works were the outcome of his deliberations at the Delhi

School of Economics

Dr. Sen was the guest of the President of India, Mr. K.R. Narayanan, the Prime Minister, Mr. Atal Behari Vajpayee and the West Bengal Chief Minister, Mr. Jyoti Basu. A host of other emment personalities, including Dr A.P.J. Abdul Kalam, Prof. Yashpal, noted historian Prof. Romila Thapar et, al met the Nobel laureate and exchanged views. In each of his meetings, he expressed profound concern for India and suggested the means to come out of the crises. He, however, came down heavily on the Government and the opposition for its insensitiveness on elementary education: "Government after government from independence has ignored elementary education but the Opposition has allowed the Government to get away with that, why? I think that's where the engagement in democracy becomes important."

#### 86th Indian Science Congress

The 86th Indian Science Congress was inaugurated by the Prime Minister, Mr. Atal Behari Vajpayee at Anna University in Chennai on January 3, 1999. Mr. Vajpayee urged Indian scientists to be "prepared to deliver the goods, if any country tries to armtwist us and denies us opportunities of legitimate scientific cooperation".

Five thousand delegates from the global science community, including Nobel laureate, Mr. James Watson and top Indian scientists like Mr. A.P.J. Abdul Kalam and Mr. R. Chidambaram attended ceremony. The Prime Minister, Mr. Vajpayee gave away the "Shatabdi Puraskar" awards to seven prominent scientists for their sterling contribution to Indian science in this millennium.

Union Minister Human Resource Development and Science and Technology, Dr. Murli Manohar Joshi announced the Government's proposal have 21 important projects to be taken



Indian Securitymen crowd around the first Trans-border Bus link between India and Pakistan, which began its final "Dry Run" from New Delhi to lahore, January 8, 1999

up by various Ministers and Departments with a science and technology focus.

Speaking at the plenary session on "Public Understanding of Science: Some Issues and Concerns", Chairman of the Atomic Energy Commission, Mr. R. Chidambaram underlined the need to convince people of design safety and operational safety of nuclear plants.

Another delegate, Professor Brian Heap, Foreign Secretary and Vice-President of the Royal Society, said that one of the most important issues in the coming years was going to be "unsustainable consumption". According to him, it was a misconception that consumption was due to popular growth only.

Dr. M.S. Swaminathan, Founder and Director of the M.S. Swaminathan Research Foundation, stressed the need to look into issues like food labelling, particularly in view of genetically modified organisms being available, bio-surveillance, bio-ethics, and bio-safety.

The celebral Dr. James Watson, whose discovery of "double helix" has revolutionised the science of genetics, said the challenge today was to see what would be the impact of the Genomes. They are the "instruction books" of how living things develop. According to him, one of the aims of the Genome project is to understand, prevent and cure genetic diseases.

#### WBus to Pakistan

In the face of uncertainties, a bus to Pakistan brought a glimmer of hope to the Indo-Pak relations. A bus carrying an Indian delegation crossed the Indo-Pakistan borders for the first time after the Partition (1947) reaching Lahore amidst heavy security arrangements to complete a "dry run" of a planned, regular New Delhi-Lahore bus service.

The bus service is considered to be the outcome of one of the major understandings between the Prime Ministers of both India and Pakistan, for improving relations between the two neighbours.

The Pakistan Government has cleared the full-fledged "dry run". The 650-km journey between Delhi and Lahore will be covered in 14 hours.

Though charges are yet to be worked out it is estimated to be about Rs. 600. This would include breakfast, lunch, tea, minera water and dinner. An international phone dial facility would also be made available on board with telephone numbers of all tor police officers of the places the bus will pass through. The passengers, who would need passports and visas to travel in the bus would also be permitted to use the phone facility on payment.

#### //30th International Film Festival In Hyderabad

The 30th International Film Festival of India (IFFI) was maugurated by matinee ido Dev Anand, who was the Chief Guest a the colourful function held at Lalitha Kale Thranam auditorium in Hyderabad or January 10, 1999. The largest cinc extravaganza in the country commenced with the screening of the noted film maker. Shekhar Kapur's directorial venture, the 16th century costuine drama Elizabeth . The Virgin Queen.

The ten-day event included the screening of about 200 movies from nearly 50 countries. Union Information and Broadcasting Minister, Mr. Pramod Mahajar expressed the Government's keeness to help the film industry, adding that the industry status was accorded to it last year. Andhra Pradesh Chief Minister, Mr. Chandrababi Naidu expressed his happiness over the return of the festival to the City of Pearls after a gap of 13 years.

Apart from featuring of 85 tilms in the Cinema of the World Section, the festiva includes the presentation of a Lifetime Achievement Award to Mr. Bernado Bertolucci, the renowned Italian director o The Last Emperor. In all, 200 films from nearly 50 countries were screened at the festival.



# The World



# Operation Desert Fox and After

"If Americans kill Saddam, another Saddam will take his place and stand up to US again, but if Americans kill our children, we cannot replace them, nor can Saddam do it for us," cried the Iraqi woman Fatima as hundreds of missiles were fired from ships and from B-52 bombers for seventy hours in December 1998 on as many as 90 targets in Iraq in the meticulously planned "aggression" by USA and Britain, sanctioned by no international law. Puffed up with arrogance of its wealth and armed might, USA and its lone military supporter, Britain, now (in the words of the Labour MP George Galliway) "reduced to being a tail on this voluninous and mangy Desert Fox," can hardly hear the forlorn wail of the mothers of 5,000 to 6,000 Iraqi children dying every month from infections, starvation and lack of medicines, all related to sanctions imposed on Iraq to make the 'dictator Saddam' behave. What a price the poor of the world have to pay to the high and mighty for whom the lives of poor are expendable to secure the mean objective of getting rid of a gadfly whom they once used to get at another: Undoubtedly, Saddam has been the strongman of Baghdad for over 20 years, out of which for 12 years he happened to be America's ally, used as a cat's paw, to take on Iran.

If the then President George Bush had larenched the 'Operation Desert Storm,' with the support of a big coalition of nations to get Saddam out of Kuwait, a move that had the facit support of many nations, Mr. Bill Clinton and his only friend Mr. Tony Blair's Operation Desert Fox was hamstrung by no clear objective. The dirty operation was perhaps launched to deflect the impeachment of Mr. Chiton that the US House of Representatives was to decide hours away. Another trigger factor adduced before and after air strike has been the obsession to get the incumbent President of Iraq ousted by any means, fair or foul. And the means the Anglo-American plot unravelled was anything but fair. A third theory was that the Pentagon was eager to test the further updating of its weapons.

Playing second fiddle to the Anglo-American ambitions was UNSCOM's chief, thard Butler, who came under fire for doing his job the partisan way, scribbling his anti-Saddam report to please a beleaguered American President, struggling to get out of the lengthening shadow of Monica Lewinsky. Mr. Butler went a step further by withdrawing his inspectors even

without consulting the UN Secretary-General and the UN Security Council. It is a pity that the world body started discussing Butler's report only after the aerial bombardment started, that there has been unpardonable collusion between the so-called UN inspectors and the US Administration as revealed by some of the American newspapers during the first week of January 1999 at once, exposes the mischief of the US President and the total ineffectiveness of the UN. Newspapers like the Washington Post and the Rosion Globe have alleged that the inspectors collected sensitive intelligence for Iraq. It is said that electronic eavesdropping

no signs of slipping. The bottomline of the Anglo-American blitz on Iraq cannot be more sarcastic than what the TIME had to say it about all: "And, of course, the greatest irony of all: after the most decisive military campaign of the Clinton presidency, the fate of the American President appeared more precarious than that of Saddam Hussein's."

By going it alone, the Anglo-American war strategists have emasculated the UN, its Secretary-General and its agencies including the Security Council. For quite some time many in USA, including some in the UN, had long felt that UNSCOM—a multinational army of biologists, computer



Iraqis watching an eight-metre crater somewhere in Baghdad caused by Anglo-American missile attack

operations had allowed American intelligence agents to listen to the secret communications between the military units responsible for Saddam's safety. One of the irritants that used to make Saddam raise objections very often over the frequent inspections was that the UNSCOM was totally biased and pro-American, a valid reason that made him ask US officials of the UNSCOM to leave Iraq some time in 1998. Saddam's worst fears have proved true with the latest revelations by the American Press.

Iraq s Deputy Prime Minister, Mr. Tariq Aziz claimed on December 21, 1998 that while a total of 62 military personnel had been killed and 180 injured in the four-night US-UK air strikes, the number of civilian casualties was much more. The brief one-sided war has hardly changed life in Baghdad and those who wanted Saddam nowhere in Iraq finds him everywhere, with the strongman's grip on life in Iraq showing

experts, soldiers, chemists and rocket scientists—had increasingly been acting more as a US agent and adopting tactics that served more the USA than the UN. In fact, Mr. Kofi Annan was in favour of "phased lifting of sanctions", but fearing that time was running out with the UN Chief and the delegates of Russia, France and China likely to throw a spanner in the works, Mr. Clinton and Mr. Blair decided to act.

One can't blame Saddam for the temper tantrums he is forced to indulge in very frequently if only one makes a little attempt at taking a quick look at the history of UNSCOM. Resolution 687 of the UN Security Council (1991) authorised disarmament in Iraq and a zone free of WMDs (weapons of mass destruction). And so was born UNSCOM. Its inspections were to last 40 days, but they dragged on and on for an agonising eight years! Now that Saddam and his people had cooperated with the UNSCOM inspectors for well over 2920

days instead of the stipulated 40 days, how on earth can he and his people be reviled for occasionally demonstrating their sound and fury and refusing to have anything to Members of Parliament from 16 Arab countries met in Amman on December 27, 1998 and opposed any call or plan to divide or partition Iraq on geographical or

ethnic grounds. But, unfortunately, the protests around the world over the aerial bombardment were just grumblings including the debate in Indian Parliament and the knee-jerk reaction of China and Russia that recalled its envoys from London and Washington only to send them back once the war was over. With none to rein in their global ambitions, USA and Britain continue to "usurp the functions of prosecutor, judge and bailiff" (in words the of the former Soviet President, Mr. Mikhail Gorbachev) of any country of their choice.

Terticey

Tertic

do with the infamous UNSCOM cronies after the latest deadly attack on the sovereignty of Iraq? Washington and London are still determined to show their deadly fangs just because they know there is no corresponding bully to challenge them.

Beyond a shadow of doubt, the air strikes by USA and Britain on Iraq show the miserable irrelevance that the UN Security Council has been reduced to. While paying lip service to the high hopes of world peace and order, as enshrined in the UN Charter and taking on small nations over their alleged transgressions of international law, the two permanent members of the Security Council, USA and Britain, have taken the entire world for a ride with their bluster, bluff and flagrant acts of naked aggression. With USA and Britain acting as international bullies, and other permanent members like France, China and Russia, occasionally giving vent to their impotent rage, the UN Security Council has forfeited all its legitimacy and credibility to act as a guardian of international peace and security.

Meanwhile a new crisis emerged as Iraq said it would fire on US and British warplanes patrolling the no-fly zones that USA and its allies imposed after the Gulf War. USA, Britain and France had set up the no-fly zones in 1991-92 to halt air strikes against Khurdish rebels in the north and Shi'ite Muslim rebels in the south.

### Bill Clinton Impeached

The much-dreaded D-day came in the chilly December 1998 when into the House of Representatives stalked the ghost of a former President Andrew Johnson, the only American President to be impeached. And the mantle has now fallen on the shoulders of President Bill Clinton, a President, with all his bravado and subtle attempts to divert the States' and world's attention with a war imposed on a faraway Arab country, couldn't avoid the impeachment.

So Mr. William Jefferson Clinton was thus impeached after a 20-hour debate, for lying under oath about his sexual affair with Monica Lewinsky. The impeachment vote was only the second in the history of USA. The House voted 228-206 to approve Article 1 of impeachment, accusing Mr. Clinton of committing perjury before a federal grand jury. It, however, dismissed a second article accusing Mr. Clinton of perjury in the Paula Jones sexual harassment law suit by 229 as again. a 205 votes. The third article on obstruction of justice was upheld by 221-212 votes and the fourth on abuse of power was rejected by 285 to 148 votes.

A day before the House Judiciary Committee Chairman Henry Hyde said that President Clinton had betrayed the public trust by lying under oath in the Monica Lewinsky affair and should be removed from office. "The question before this House is rather simple.... It is not about sex... the

matter before the House is lying under oath... and this is called perjury."

For Bill Clinton it was the most critica moment of his political career, reminding one of the dark days exactly 130 years ago when Andrew Johnson was impeached afte he assumed office following the assassination of Abraham Lincoln under whom he served as Vice-President. Johnson had not been directly elected to the Whit House.

As the impeachment proceedings o Clinton started, Democrats walked out of th Republican-led US House panel in protes when the Republicans blocked their effor to force a vote on the lesser penalty o censure as an alternative to impeachmen by 230 to 204 votes.

At the time of the high drama o impeachment, President Bill Clinton wa praying with Church Minister Ton-Campala. A thunderbolt announcement of the House floor sent Washington DC into tizzy when Mr. Robert L. Livingston Speaker-elect, announced that he would quithe Congress for his "past extra-marita"



President Bill Clinton in a pensive mood

affairs" and that Clinton should follow hi example.

Undaunted by the greatest trial of hi political career and bracing himself for th ultimate trial by the Senate, President by Clinton refused to resign saying that 's would continue to "work until the last hou of the last day of my term."

The impeachment trials of Presider Clinton began on January 7, 1999 with Chit Justice, Mr. William Rehnquist, presidin over the proceedings. Since a two-thirds majority is required to carry through the impeachment motion, it is anybody's guess whether ultimately it would end up as an impeachment, or as a toughly worded reprimand, a hefty fine and even the Beginning of criminal proceedings against in. Clinton after he leaves the White House in 2000.

With the nation on trial even as the President's future hangs in the balance, Mr Bill Clinton was requested by both Republicans and Democrats to delay delivery of the State of the Union Address to a combined sitting of the Congress.

As the "impeachment managers", the 13 Republicans, doubling as Clinton's chief prosecutors begin their job, Democrats are bargaining hard to mitigate the punishment of the President to mere censure. Polls have ilready shown that most Americans, disgusted by the shockingly detailed probe most the affair and wearied by the battle ahead, want a speedy trial ending with just a censure.

# Wye River Accord on Hold

The flawks in Israel and one who represents their cause, Prime Minister Banjamin Netanyahu, always look for alibis to torpedo the peace process with the Palestinians. Hopes had soared high when the Wve River agreement was signed in Washington a few months ago with the blessings of the American President, Mr. Bill Clinton and everyone hoped that the 19-month old deadlock had been broken and that the Palestinians would get back a bit of their territory in response to President Arafat's guarantees to contain the extremists struggling at the leash. But the pact's land-for-security provisions infuriated the far-

withdrawal from 5 per cent of the West Bank after a wave of anti-Israel violence.

To make matters still worse, the Israel Parliament voted overwhelmingly for elections in May 1999 putting off the implementation of the Wye River accord.

As the disgruntled Palestinians fret and fume, Mr. Netanyahu is never tired of putting forth unreasonable demands on the Palestinians such as renouncing their claim to Palestine Statehood and dropping the demand for the release of Palestine prisoners.

In a joint statement in Cairo on December 27, 1998, Egyptian President Hosni Mubarak and the Palestinian Authority President Yasser Arafat described the Israel Government's decision to suspend the Wye River Accord until new Israeli elections as "illegal".

In what could be described as a moralebooster, President Bill Clinton earned the distinction as the first American President to visit Palestine. The President said "for the first time in the history of the Palestinian movement, the Palestinian people and their elected representatives now have the chance to determine their own destiny on their own land".

### Cambodia: Say 'Very Sorry' After Killing a Million People

The horrendous name of Khmer Rouge conjures up the hideous nightmare of hundreds upon hundreds of skulls and bones stacked up in a room somewhere in Cambodia to remind the people of the world of the ogrish Pol Pot and his henchmen who revelled in genocide from 1975 to 1979. With changing political fortunes the muchdetested Khmer Rouge was on the run and somewhere in the jungles of Cambodia, one of the most hated and dreaded persons in

history, Pol Pot was found dead due to natural causes even before international justice could bring him to book for the crimes against humanity.

But on Christmas last when one heard eternal Christ's message of 'Peace on earth, and goodwill among men,' there emerged from the jungle hideouts on the Cambodian scene Mr. Khieu Samphan and Mr. Nuon Chea, who said 'very sorry' for the one million killings for

which both were responsible along with Pol Pot. "Let bygones be bygones," said the notorious killer Samphan, and the strongman of Cambodia, Mr. Hun Sen, who always has had the upper hand whether he loses or wins an election was ready to forget

and forgive the killers to secure the objective of so-called national reconciliation. It was reported that an accord had been reached between the Cambodian Prime Minister, Mr. Hun Sen and the two Khmer leaders who have surrendered to the government.

Mr. Khieu Samphan was the chief "diplomatic spokesman" for Khmer Rouge and he was once its Commander-in-Chief and on seizing power he replaced King Sihanouk as Cambodia's Head of State, a position he held until the invading Vietnamese toppled the Khmer Rouge in December 1978. Mr. Nuon Chea, who as Pol Pot's second in command, was known as Brother No. 2 (and Pol Pot was Brother 1).

While Mr. Hun Sen would like to "rehabilitate" the two top Khmer Rouge defectors, USA is trying its best to organise an international tribunal under the UN auspices to try both Mr. Khieu Samphan and Mr. Nuon Chea. Cambodia's King Norodom Sihanouk, who has left it to the Prime Minister on the issue of pardon of the Khmer Rouge defectors, has given a sudden twist to the unravelling drama by himself agreeing to stand trial in a possible international trial of the two defectors. The king himself had his links with Khmer Rouge when he served as Cambodia's Head of State for some time during the extreme organisation's rule in the 70s.

### Nepal : Koirala Leads a New Pack

Changing partners midstream or at any time remains the compelling passion among politicians keen on survival. Politicians in Nepal have not been an exception to this rule. Exigencies have recently compelled Prime Minister Girija Prasad Koirala of Nepal ditch his coalition partner, the Communist Party of Nepal (Marxist-Leninist), the third largest party in Parliament. In December 1998, Mr. Koirala had a reshuffling of his cards, and just ahead of elections, formed a three-party coalition comprising his own Nepali Congress, the main Opposition Party CPN(UML) and the Terai-based Nepal Sadbhavana Party.

When the Marxists pulled out of the coalition over Koirala's failure to implement a 25-point agreement, it plunged the government into a crisis. Fearing the prospect of a no-confidence motion to be moved against him by the Marxists, the Prime Minister recommended to the King the dissolution of the Lower House and general elections on March 31, 1999. Meanwhile, 62 MPs, led by the CPN (ML), asked for a special session of the House. The King of Nepal rejected Mr. Koirala's recommendation and summoned a special session for December 24, 1998. But fortune smiled on the incumbent when the main Opposition party struck a deal with the Nepali Congress to form a coalition government geared to prepare for the polls in March-April 1999. So with the support of 135 MPs belonging to the Congress and the UML, Koirala was back in the saddle, duly sworn in on December 24, 1998.



US President Bill Clinton applauds as the Palestinian leader Yasser Arafat concludes his address at the Palestinian National Council. - Bill Clinton is the first American President to visit Palestine

Aght law-makers, a small but powerful faction in Netanyahu's government, who hasist on Israelis' Biblical claim to the West fank Early in December 1998, the Prime finister scrapped a scheduled troop



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### TIME THE ECONOMIST ASIAWEEK, NEWSWEEK FAR EASTERN ECONOMIC REVIEW

# World Press

**Important Topics** 

### US-UK Unilateral Air Strikes Over Iraq

The US-UK air strikes over Iraq in December 1998 following Iraq's alleged noncooperation with the UNSCOM has widely been considered as unwarranted and unjustified around the world. The air assaults carried out without the UN mandate, have indeed battered Iraq, but have not undermined Saddam's position, nor destroyed the places of WMDs. The Operation Desert Fox, has however, caused considerable damage to a few military targets. TIME (December 28, 1998-January 4, 1998), published from New York, gives a detailed report on the consequences of the recent attacks :

The start of it was chillingly familiar: the

tag, got in on the action. The first night of bombs, Pentagon officials said, disarmed lraq's air-defense network, flattened its intelligence headquarters and destroyed barracks housing Saddam Hussein's special security forces. General Hugh Shelton, Chairman of the Joint Chiefs of Staff, showed reporters photographs of several smashed targets and proclaimed success. "There's nothing left but rubble," he said.

By last Saturday, when the President announced an end to the bombing, it was clear that Iraq was heavily damaged, and there were other casualties, including the stature of the United Nations Security Council and the US's reputation in the eyes of some nations. It wasn't just Republican who suggested that Clinton had ordered the assault in a Wag the Dog effort to avert impeachment. That theory - though

erroneous - echoed Britain's Parliament, in French editorials and throughout the Arab world. FOR MONICA'S SAKE, IRAQI CHILDREN ARE DYING read a sign waved during a demonstration at a Cairo mosque. From Russia and China came deep grumbling that the US had overstepped itself. Said Boris Yeltsin: "The US and Great Britain have crudely violated the UN charter and generally accepted principles of international law and the norms and rules of responsible behavior of states.

And what did the conflict accomplish ? Even US military officials recognized that their campaign could not wipe out Iraq's stores of chemical and biological agents. With UN inspectors gone, Saddam might speed development of weapons of mass destruction. No one doubted that when the smoke cleared, we would be asking

the same nagging questions: When will Saddam fall? What do we do now?



wail of sirens, the staceato blasts of antiaircraft fire, the tracers lighting up the night sky over Baghdad Then came the crash of missiles in the distance, sending up an orange glow along the horizon. On just the first night of Operation Desert Fox, US ships and bombers pounded Iraq with 280 American cruise missiles - almost as many as hit the country during the entire Gulf War in 1994. Night after night, waves of warplanes, including B-52s, F-14s, F-18s and British l'ornadoes, joined in the attack. Even the B 1 bomber, a cold war relic that had never seen combut despite its \$280 million-per-plane price

### Why Americans Still Love **President Clinton**

You may or may not love the US President, Mr. Bill Clinton but according to the latest Gallup poll survey the American citizens have approved the way Bill Clinton is handling his job as President, with overwhelming support. In other words, the people have not only rejected the Kenneth

Starr Report but consider the former's queries were worse than Clinton's lies. THE ECONOMIST (December 19, 1998), published from London, finds out the reason as to why the American public still admires Mr. Bill Clinton:



Throughout this year of scandal, a familiar demon has stalked America. For the past decade or so, Americans have worried about their cynicism towards government, their sense that the goings-on in Washington do not reflect their real concerns. Until Monicagate, the chief evidence for this malaise lay in fulling voter turnout, relentless anti-Washington rhetoric spouted by political candidates, and polls suggesting that trust in government was at an all-time low. But now Bill Clinton's threatened impeachment has dramatised this gap between government and country. As The Economist went to press, the outcome of the House vote on impeachment remained uncertain, as was its timing, thanks to the shaudown with Irag. But this much seemed obvious: by pushing impeachment this far, Congress has risked further alienating the people it is meant to represent.

At the start of 1998 Bill Clinton's 'obapproval rating stood at 59%, according to the Gallup poll. Then Monica came along, and by the end of January the president's rating had jumped to 69%, the highest score of his presidency. In no fewer than 33 Gallup polls taken since then, the president's rating has never dipped below 60%. Nothing seems to damage him This season's trendiest gifts in Washington include a CD entitled "Bill Clinton's Greatest Hits... On Women", descriptions of his attair printed on toilet paper, and a watch that records the passing of seconds by the lengthening of the presidential nosc. No matter : on the eve of the impeachment vote, two in three Americans were still telling pollsters that they want this object of Beltway redicule to remain their president.

This latest illustration of the gulf between Washington and public has conjured up a new line of commentary. Until now, it was conservatives who were keenest to explain the public's disaffection: it showed that Washington was too eager to meddle in the economy, too addicted to do-gooding schemes that made social problems worse. Now, liberals are talking. Americans hate politics, they argue, because the political classes are too quick to moralise about people's private lives This is why religious-right Republicans fared especially hadly in November's mid-term elections. This is why Ken Starr, the puritanical independent prosecutor, is so fantastically unpopular. And this is why Mr Clinton, the object of Mr. Starr's inquisition, retains the sympathy of ordinary Americans.

# The New Dispensation In Asia

Asia has come a long way from its colonial past during the 20th century. Today, as we stand on the threshold of a new millennium, new leaders are there to guide the destinies of free nations in the largest continent in the world, and they face new challenges. Despots like Suharto have fallen by the wayside in the wake of people's protests against his one-man rule. In its leading write-up "Out with the Old in with the New" ASIAWEEK (January 1, 1999), published from Hong Kong, presents the new scenario:

One hundred years ago, a newborn nation dared to go where no Asians had gone before. Until then, the continent had known but two kinds of rulers dynastic monarchs and imperial governors, rising and falling with the flow of blood in royal veins or from rogaish battles. But on June 12, 1898, Filipinos ended 333 years of Spanish colonization and proceeded to form a government expressly for the concerns of the people, for the res publica. Not the glory of an emperor, the greatness of an empire or the greed of an elite – but the good of everyone.

Reality, of course, lagged far behind good intentions. For the past five score years, even after casting off the colonial yoke, Asians had largely allowed a privileged few to decide how countries were run and for whose benefit. Quibblers were silenced with the bang of guns or the boom of GNPs. But this year, the party is finally ending for the once-revered autocrats. Now that the Asian Miracle has become the Asian Crisis, a fundamental shift in mindset is irrevocably sweeping the continent. Asians want control over their lives and lands, to rule both for their own benefit

Out with the Old Asia, run by and for the rulers; in with the New, governed of, by and for the people. To be sure, the region still has a long way to go toward that democratic ideal; indeed, some countries are marching the other way, to the drumbeat of ruthless juntas, recalcitrant strongmen or reactionary elites. Even in the Philippines, 12 years after People Power and

six months under the hugely popular Joseph Estrada, figures from the nation's despotic decades are regaining wealth and influence.

Still, more and more people are discarding the chains of past docility, even if their bosses continue to cling to the chinks of past domination. From the reformasi rallyist in Kuala Lumpur and the onion shopper in Delhi, to the laid-off worker in Wuhan and the jobless graduate in Osaka, the region's inhabitants have one message to their leaders, whether presidents or PMs, tycoons or CEOs: We're mad as hell and we won't take it anymore. From the cost of living to the rights of man, from top-level corruption to ground-level destitution, Asians will no longer take "Take me" as an answer.

That's what Asia's Newsmakers discovered or demonstrated in this year of living desperately. One fell after three decades of strongman rule, two dueled over political and economic reform, and a fourth grappled with state power in business. Another pair rattled nuclear subers and stirred nationalist and communal passions, while the seventh Newsmaker, a fast-spreading global force, harnessed millions of minds to divine, debate and decide the affairs of nations. Suharto. Mahathir Mohamad and Anwar Ibrahim. Zhu Rongji. Atal Behari Vajpayee and Nawaz Sharif. The Internet. In their endeavors over the past 12 months, they were prey or players in the fight by Asians to assert their will.

### **Environment Calling**

Apart from political leaders and highprofile social activists crusading for causes dear to their hearts, there are many unsung and unhonoured people quietly working towards the realisation of their aspirations. One such person is Emmy Hafild, who has taken up the causes of Indonesia's Enchanted Forests. She is featured in TIME (January 11, 1999), published from New York, as she found her calling after the forest that had been her childhood playground was turned into a golf course:

To hear Emmy Hafild describe it, her childhood was a kind of Jungle Book experience. Raisea in rural Sumatra, the daughter of a plantation executive, she played in an abandoned rubber truct grown wild again. "You could still see tigers, elephants, panthers," she recalls. "I was an outdoor child."

But in 1968, when Hafild was 10, the enchanting forest was plowed into a golf course—a trauma that eventually turned her into one of Asia's gutsicst environmentalists. She has taken on an American mining giant and the regime of jumer President Suharto. Mindful of the risks, she made arrangements for friends abroad to care for her young daughter in the event of her arrest. All this to help indonesia from going the way of her former playground. "Even now," says Hafild, 40, "I still miss that forest."

After earning a degree in agronomy from Bogor Agricultural University in 1982, Hafild

opined the Green Indonesia Foundation and by 1985 had become active in the Indonesian Forum for the Environment (known by its Indonesian acronym WALHI), a fledgling environmental group that has since mushroomed into a coordinating center for 368 non-governmental organizations. Hafild now runs it. A three-year master's degree course in environmental studies at the University of Wisconsin gave her new contacts around the world and exposure to the U.S. political system. "That period mude me more political," she says, "and I was more outspoken in criticizing Suharto." Indeed, when



WALHI led a court action against 5 charto in 1994 for transferring \$183 million in reforestation funds to an airplane project headed by current President B.J. Habibie, Hafild was one of the few people acting publicly against the regime "Suharto couldn't do ampling to us because we did it through the courts, ' she recalls, adjusting her steel-rinned glasses "But he was very angry." Two years later, Sulanto trassferred another \$102 million of reforestation fund to a pulp and paper company owned by one of his associates WAI HI filed another lew-suit to trut same year Hafild's group was blunted for the riots and kidnappings in the Irian Jaya mining concession of the U.S. firm Freeport-McMoRan Copper & Gold. Hafild was experting the military to toss her into jail but, she says, the generals backed down when she threatened to go public with embarrassing revelations of their intelligence operations in the area

With Suharto gone and Hafild nursing a newborn second child, she should feel triumphant. The opposite is true to her, Indonesia's current political and economic chaos is more environmentally threatening. "Natural resources are all we have now," she says. "Palmoil is big. There will be big new plantations." In the Indonesian context, that presages huge forest fires to clear the land, we cloud of smoke across Asia, wholesale environmental degradation. "I am very pessimistic," she says, "but we have to do something. We have to stop the destruction." As Suharto learned, stopping Hafild is no easy task.

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25. CURRENT AFFAIRS FOR ALL   26. TEST OF CLERICAL APTITUDE   27. भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर   28. सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर   29. सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स   30. सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स   30. सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर   31. सामान्य बुद्धि एवं तर्कशक्ति परीक्षण	Rs. 6 Rs. 16 Rs. 16 Rs. 14 Rs. 6 Rs. 20 Rs. 15	1. 1. 1. 1. 1. 1. 1. 1. 1. 1.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL TRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL J. ACCOUNTANCY FOR ALL L. ENGLISH CONVERSATION COURSE (Containing 200)	Rs. 50/- Rs. 60/- Rs. 50/- Rs. 50/- Rs. 40/- Rs. 50/-
25. CURRENT AFFAIRS FOR ALL 26. TEST OF CLERICAL APTITUDE 27. शारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 28. सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 29. सामान्य ज्ञान - 100 प्रैविटस प्रेपर्स 30. सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 31. सामान्य बुद्धि एवं तर्कशिक्त परीक्षण 32. वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM	Rs. 6 Rs. 5 Rs. 16 Rs. 14 Rs. 6 Rs. 20 Rs. 15	60/- 1.60/- 2.60/- 3.4.55.60/- 60/- 60/- 60/- 100/- 110	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL TRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL J. ACCOUNTANCY FOR ALL L. ENGLISH CONVERSATION COURSE (Containing 200)	Rs. 50/- Rs. 50/- Rs. 60/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/-
25. CURRENT AFFAIRS FOR ALL 26. TEST OF CLERICAL APTITUDE 27. भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 28. सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 29. सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स 30. सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 31. सामान्य बुद्धि एवं तर्कशक्ति परीक्षण 32. वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 1. 5000 OBJECTIVE QUESTIONS ON BOTANY	Rs. 6 Rs. 5 Rs. 16 Rs. 14 Rs. 6 Rs. 20 Rs. 15	10/- 10/- 10/- 10/- 10/- 10/- 10/- 10/-	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL TRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL I. ENGLISH CONVERSATION COURSE (Containing 200 English Conversations on Various Topics in English) CROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS &	Rs. 50/- Rs. 50/- Rs. 60/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 150/-
25. CURRENT AFFAIRS FOR ALL 26. TEST OF CLERICAL APTITUDE 27. भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 28. सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 29. सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स 30. सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 31. सामान्य हुद्धि एवं तर्कशिक परीक्षण 32. वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 1. 5000 OBJECTIVE QUESTIONS ON BOTANY 2. 5000 OBJECTIVE QUESTIONS ON ZOOLOGY	Rs. 6 Rs. 5 Rs. 16 Rs. 14 Rs. 6 Rs. 20 Rs. 15 Rs. 10 Rs. 10	60/- 1.60/- 3.4.50/- 5.60/- 60/- 60/- 8.90/- 100/- 1100/-	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL COUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) CONVERSATION COURSE (In English) CONVERSATION FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews)	Rs. 50/- Rs. 50/- Rs. 60/- Rs. 50/- Rs. 40/- Rs. 50/- Rs. 50/- Rs. 50/-
25. CURRENT AFFAIRS FOR ALL 28. TEST OF CLERICAL APTITUDE 27. शारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 28. सामान्य ज्ञान - 8000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 29. सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स 30. सामान्य ज्ञान - 2800 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 31. सामान्य बुद्धि एवं तर्कशक्ति परीक्षण 32. वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM  1. 5000 OBJECTIVE QUESTIONS ON BOTANY 2. 5000 OBJECTIVE QUESTIONS ON PHYSICS	Rs. 6 Rs. 5 Rs. 16 Rs. 14 Rs. 6 Rs. 20 Rs. 15 Rs. 10 Rs. 10 Rs. 10	60/- 1.60/- 2.60/- 3.4.5.60/- 60/- 60/- 100/- 1100/- 120/- 1	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL ACCOUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS	Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 150/- Rs. 100/- Rs. 150/-
25. CURRENT AFFAIRS FOR ALL 26. TEST OF CLERICAL APTITUDE 27. भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 28. सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 29. सामान्य ज्ञान - 100 प्रेक्टिस प्रेपर्स 30. सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 31. सामान्य हुद्धि एवं तर्कशिक्त परीक्षण 32. वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 1. 5000 OBJECTIVE QUESTIONS ON BOTANY 2. 5000 OBJECTIVE QUESTIONS ON PHYSICS 4. 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 5. 20.000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR	Rs. 6 Rs. 6 Rs. 16 Rs. 16 Rs. 16 Rs. 20 Rs. 15 Rs. 10 Rs. 10 Rs. 10	60/- 1.60/- 2.60/- 3.4.50/- 5.60/- 60/- 7.60/- 1.00	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL ACCOUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE	Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 150/- Rs. 150/- Rs. 150/- Rs. 200/- Rs. 200/-
25. CURRENT AFFAIRS FOR ALL 26. TEST OF CLERICAL APTITUDE 27. भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 28. सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 29. सामान्य ज्ञान - 100 प्रेक्टिस प्रेपर्स 30. सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 31. सामान्य हुद्धि एवं तर्कशिक्त परीक्षण 32. वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 1. 5000 OBJECTIVE QUESTIONS ON BOTANY 2. 5000 OBJECTIVE QUESTIONS ON PHYSICS 4. 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 5. 20.000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR	Rs. 6 Rs. 6 Rs. 16 Rs. 16 Rs. 16 Rs. 20 Rs. 15 Rs. 10 Rs. 10 Rs. 10	60/- 1.60/- 2.60/- 3.4.50/- 5.60/- 60/- 7.60/- 1.00	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL ACCOUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE	Rs. 50/- Rs. 50/- Rs. 60/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 150/- Rs. 150/- Rs. 150/- Rs. 200/- Rs. 70/-
25. CURRENT AFFAIRS FOR ALL 26. TEST OF CLERICAL APTITUDE 27. भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 28. सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 29. सामान्य ज्ञान - 100 प्रैविटस प्रेपर्स 30. सामान्य ज्ञान - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 31. सामान्य बुद्धि एवं तर्कशिक्त परीक्षण 32. वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 1. 5000 OBJECTIVE QUESTIONS ON BOTANY 2. 5000 OBJECTIVE QUESTIONS ON ZOOLOGY 3. 5000 OBJECTIVE QUESTIONS ON PHYSICS 4. 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 5. 20,000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR MEDICAL COLLEGES ENTRANCE EXAM. (Question Bank)	Rs. 6 Rs. 5 Rs. 16 Rs. 14 Rs. 6 Rs. 20 Rs. 15 Rs. 10 Rs. 10 Rs. 10 Rs. 10	60/- 1.60/- 1.60/- 3.60/- 6.0/- 6.0/- 6.0/- 1.10/-	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL CACCOUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) CAROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) CENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS CONTROL OF SYNONYMS & ANTONYMS CONTROL OF SYNONYMS & ANTONYMS	Rs. 50/- Rs. 50/- Rs. 60/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 150/- Rs. 100/- Rs. 150/- Rs. 200/- Rs. 50/- Rs. 50/-
25. CURRENT AFFAIRS FOR ALL 26. TEST OF CLERICAL APTITUDE 27. भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 28. सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 29. सामान्य ज्ञान - 100 प्रैविटस प्रेपर्स 30. सामान्य ज्ञान - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 31. सामान्य बुद्धि एवं तर्कशिक्त परीक्षण 32. वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 1. 5000 OBJECTIVE QUESTIONS ON BOTANY 2. 5000 OBJECTIVE QUESTIONS ON PHYSICS 4. 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 5. 20,000 OBJECTIVE QUESTIONS ON CHEMISTRY 5. 20,000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR MEDICAL COLLEGES ENTRANCE EXAM. (Question Bank)	Rs. 6 Rs. 6 Rs. 16 Rs. 16 Rs. 16 Rs. 20 Rs. 15 Rs. 10 Rs. 10 Rs. 10	60/- 1.50/- 2.60/- 3.60/- 5.60/- 6.7.60/- 1.00/-	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ACCOUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF QUOTATIONS MODEL LETTERS FOR ALL	Rs. 50/-Rs. 50/-Rs. 50/-Rs. 50/-Rs. 50/-Rs. 50/-Rs. 150/-Rs. 150/-Rs. 150/-Rs. 200/-Rs. 70/-Rs. 70/-Rs
25. CURRENT AFFAIRS FOR ALL 28. TEST OF CLERICAL APTITUDE 27. शारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 29. सामान्य झान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 29. सामान्य झान - 100 प्रैक्टिस प्रेपर्स 30. सामान्य झान - 100 प्रैक्टिस प्रेपर्स 31. सामान्य दुद्धि एवं तर्कशिक्त परीक्षण 32. वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 1. 5000 OBJECTIVE QUESTIONS ON BOTANY 2. 5000 OBJECTIVE QUESTIONS ON PHYSICS 4. 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 5. 20,000 OBJECTIVE QUESTIONS ON CHEMISTRY 6. 20,000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR MEDICAL COLLEGES ENTRANCE EXAM. (Question Bank) INDISPENSABLE BOOKS FOR I.A.S. (PREL.)	Rs. 6 Rs. 6 Rs. 5 Rs. 16 Rs. 16 Rs. 16 Rs. 20 Rs. 15  Rs. 10 Rs. 10 Rs. 10 Rs. 35	60/- 1.50/- 2.60/- 3.40/- 5.60/- 60/- 7.50/- 100/- 1100/- 120/- 14560/- 1560/- 17	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL CACCOUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) CAROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) CENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS CONTROL OF SYNONYMS & ANTONYMS CONTROL OF SYNONYMS & ANTONYMS	Rs. 50/- Rs. 50/- Rs. 60/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 150/- Rs. 100/- Rs. 150/- Rs. 200/- Rs. 50/- Rs. 50/-
25. CURRENT AFFAIRS FOR ALL 26. TEST OF CLERICAL APTITUDE 27. भारत का संविधान-वरतुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 28. सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 29. सामान्य ज्ञान - 100 प्रैविटस प्रेपर्स 30. सामान्य ज्ञान - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 31. सामान्य बुद्धि एवं तर्कशिक्त परीक्षण 32. वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 1. 5000 OBJECTIVE QUESTIONS ON BOTANY 2. 5000 OBJECTIVE QUESTIONS ON ZOOLOGY 3. 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 4. 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 5. 20,000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR MEDICAL COLLEGES ENTRANCE EXAM. (Question Bank) INDISPENSABLE BOOKS FOR I.A.S. (PREL.) 1. 2400 OBJECTIVE QUESTIONS ON SOCIOLOGY	Rs. 6 Rs. 5 Rs. 16 Rs. 14 Rs. 6 Rs. 20 Rs. 10 Rs. 10 Rs. 10 Rs. 10 Rs. 35	60/- 1.60/- 2.60/- 3.4.75.60/- 6.60/- 6.60/- 7.60/- 1.0	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL LENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) CROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) CHORLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF QUOTATIONS MODEL LETTERS FOR ALL PRECIS WRITING FOR ALL MODEL SCHOOL ESSAYS (For Matric & 10+2 classes)	Rs. 50/- Rs. 50/- Rs. 60/- Rs. 50/- Rs. 50/- Rs. 50/- Rs. 150/- Rs. 150/- Rs. 150/- Rs. 200/- Rs. 70/- Rs. 70/- Rs. 50/- Rs. 50/- Rs. 50/-
25. CURRENT AFFAIRS FOR ALL 26. TEST OF CLERICAL APTITUDE 27. भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 28. सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 29. सामान्य ज्ञान - 100 प्रैविटस प्रेपर्स 30. सामान्य ज्ञान - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर 31. सामान्य बुद्धि एवं तर्कशिक्त परीक्षण 32. वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 1. 5000 OBJECTIVE QUESTIONS ON BOTANY 2. 5000 OBJECTIVE QUESTIONS ON PHYSICS 4. 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 5. 20,000 OBJECTIVE QUESTIONS ON CHEMISTRY 6. 20,000 OBJECTIVE QUESTIONS ON CHEMISTRY 6. 20,000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR MEDICAL COLLEGES ENTRANCE EXAM. (Question Bank) INDISPENSABLE BOOKS FOR I.A.S. (PREL.) 1. 2400 OBJECTIVE QUESTIONS ON SOCIOLOGY 2. 6000 OBJECTIVE TYPE QUESTIONS ON SOCIOLOGY	Rs. 6 Rs. 5 Rs. 16 Rs. 16 Rs. 20 Rs. 15 Rs. 10 Rs. 10 Rs. 10 Rs. 10 Rs. 10 Rs. 10	60/- 60/- 60/- 60/- 60/- 60/- 60/- 60/- 100/- 1100/- 120/- 140/- 150/- 16	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL COUNTANCY FOR ALL BEGUISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) CROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF QUOTATIONS MODEL LETTERS FOR ALL PARAGRAPH WRITING FOR ALL PARAGRAPH WRITING FOR ALL MODEL SCHOOL ESSAYS (For Matric & 10+2 classes) COMMON ERRORS IN ENGLISH FOR ALL COMMON ERRORS IN ENGLISH FOR ALL	Rs. 50/-Rs. 50/-Rs. 50/-Rs. 50/-Rs. 50/-Rs. 50/-Rs. 150/-Rs. 150/-Rs. 70/-Rs. 50/-Rs. 50/-Rs. 50/-Rs. 50/-Rs. 50/-Rs. 100/-Rs. 100/-Rs. 100/-Rs. 100/-Rs. 100/-Rs. 100/-Rs. 100/-Rs. 100/-Rs. 100/-Rs. 50/-Rs. 100/-Rs. 100/-Rs. 100/-Rs. 100/-Rs. 100/-Rs. 50/-Rs. 100/-Rs. 100/-Rs. 100/-Rs. 100/-Rs. 100/-Rs. 50/-Rs. 100/-Rs. 100/-Rs. 50/-Rs. 100/-Rs. 100/-Rs. 50/-Rs. 100/-Rs. 100/-Rs. 50/-Rs. 100/-Rs. 50/-Rs. 100/-Rs.
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INTERVIEWS: RS. 100/-

### SPECIAL FEATURE

# Management Aptitude Test

Conducted by All India Management **Aptitude Testing Service (AIMATS)** 

## May 1998 Question Papers (Fully Solved)

### Section I Language Comprehension

Directions (Qs. 19 to 23): Rearrange

the following groups of words to form a

1. Wanted to know 2. The book

2. He jumped over board

3. To keep himself

5. As the ship sank

(2) Enjoin -

(4) Break

(2) Naive

2. So their mother

(2) 53214

(4) 15432

(2) 15432

(4) 23514

(2) 15324

(4) 42513

2. The best time

(2) 15324

(4) 24153

2. To Bombay

(2) 41352

(4) 24315

4. We found

4. To take

4. Lost

4. To bed

(4) Sophisticated

Q. 17. Partition

Q. 18. Primitive

meaningful sentence.

(1) Maintain

(3) Unify

(1) Polite

(3) Weak

Q. 19.

1. Put them

(1) 24153

(3)43215

(1)52314

(3) 31542

1. Afloat

(1) 52431

(3) 32154

1. A nap is

(1) 34152

(3)41532

1. Out that

3. Our friend

5. Had gone

(1)53241

(3) 31254

relationship.

Q. 23.

3. After lunch

5. The two hours

Q. 22.

4. And tried

O. 21.

Q. 20.

3. Were tired

5. The children

3. The librarian

5. Where I had

Directions (Qs. 1 to 5): Select the word which is similar in meaning to the word given.

- O. 1. Fluctuation
- (1) Increase
- (2) Change (3) Decrease
- (3) Stability
- Q. 2. Bashful (1) Haughty
- (2) Discreet
- (3) Shy
- (4) Upset
- Q. 3. Trivial
- (2) Momentous
- (3) Unimportant
- (1) Significant
- (4) Critical
- 6. 4. Rivalry

- (1) Competition (2) Cooperation (4) Campaign
- (3) Compromise
- Q. 5. Collapse (1) Rise

(3) Rebirth

- (2) Failure (4) Debt

Directions (Qs. 6 to 13): There may be an error in the sentence in these questions. Indicate the part of the sentence which contains the error.

- Q. 6. You (1)/ will be ready (2)/ to start while (3)/ he comes. No error. (4)
- Q. 7. The girls (1)/ which (2)/ won were honoured (3) / by their friends. No
- Q. 8. Ram asked (1)/ would (2)/ I go to the college with (3) / him. No error. (4)
- 4Q 9. Recent studies have shown (1)/ that non-smoking (2) / are more productive than those who smoke. (3) / No error. (4)
- Q. 10. I heard (1)/ Sita's (2)/ knocking at (3)/ the door. No error. (4)
- Q. 11. The boys (1)/ is thought to be one (2)/ of the most gifted children (3)/ in the class. No error. (4)
- Q. 12. Will (1)/ you make (2)/ me a small (3)/ favour? No error. (4)
- Q. 13. The dishes (1)/ prepared (2)/ by the hostess was (3) / placed on the table. No error. (4)

Directions (Qs. 14 to 18): Select the word which is the opposite in meaning o the given word.

- Q. 14. Transient
- (1) Urgent
- (3) Original
- Q. 15. Sublime (1) Base
  - (2) Concise (4) Insist
- (3) Partial Q. 16. Mansion (1) Castle
- (3) House
- (2) Hovel (4) Hotel
- (2) Youthful
- (4) Eternal
- (1) Satisfaction: appetite
  - (2) Applause: audience
  - (3) Engagement: marriage (4) Entrapment: game
  - Q. 25. Room: House
  - (2) Cabin: Ship (1) Chair: Room (3) Wheel: Car (4) Cockpit: Plane

Directions (Qs. 24 to 30): These

questions consists of two words which

have a certain relationship to each other

followed by four pairs of related words.

Select that pair which has the similar

Q. 24. Rehearsal: Performance

- Q. 26. Sorrow Death
  - (1) Laugh: Cry
  - (2) Happiness Birth
  - (3) Fear : Hate
  - (4) Confusion: Anger
  - Q. 27. Handcuffs Prisoner
  - (1) Shoes: Feet (2) Leash: Dog (3) Tail: Kite (4) Ring: Finger
  - O. 28. Island · Ocean
  - (1) Hill: Stream (2) Forest : Valley
  - (3) Tree · Field (4) Oasis: Desert
  - Q. 29. Drama : Director
  - (1) Movie: Scenario
  - (2) Hope: Optimist
  - (3) Magazine : Editor
  - (4) Anchor · Playwright
  - Q. 30. Loyalty · Traitor (1) Truthfulness: Liar
  - (2) Hope: Optimist
  - (3) Diligence: Worker
  - (4) Understanding . Sage

Directions (Qs. 31 to 40): Read the following passages and answer these questions.

Passage 1

Shams and delusions are esteemed for soundest truths, while reality is fabulous. If men would steadily observe realties only, and not allow themselves to be deluded, life, to compare it with such things as we know, would be like a fany tale and the Arabian Nights' entertainments. If we respect only what is inevitable and has right to be, music and poetry would resound along the streets. When we are unhurried and wise, we perceive that only great and worthy things have any permanent and absolute existence that petty tears and petty pleasures are but the shadow of the reality. This is always exhilarating and sublime. By closing the eyes and slumbering, and consenting to be declived by shows, men establish and confirm their daily life or routine and habit everywhere, which still is built on purely illusory foundations. Children, who play life, discern its true law and relations more clearly than men, who fail to live it worthily but who think that they are wiser by experience; that is, by failure.

I have read in a Hindu book that there was a king's son who, being expelled in infancy from his native city, was brought up by a forester, and, growing up to maturity in that state, imagined himself to belong to the barbarous race with which he lived. One of his tather's ministers, having discovered him, revealed to him what he was, and the misconception of his character was removed and he knew himself to be a prince, "So soul," continues the Hindu philosopher, "from the circumstances in which it is placed, mistakes its own character, until the truth is revealed to it by some holy teacher and then it knows itself to be Brahma"

We think that that is which appears to be. If a man should give us an account of the realities he beheld, we should not recognise the place in his description. Look at a meeting house, or a court-house, or a jail, or a shop, or a dwelling house, and say what that thing really is before a true gaze, and they would all go to pieces in your account of them. Men esteem truth remote, in the outskirts of the system, behind the farthest star, before Adam and after the last man. In eternity there is indeed something true and sublime, but all these times and places and occasions are now and here. God Himself culminates in the present moment, and will never be more divine in the lapse of all ages. And we are enabled to apprehend at all what is sublime and noble only by the perpetual instilling and drenching of the reality that surrounds us. The universe constantly and obediently answers to our conceptions; whether we travel fast or slow, the track is laid for us. Let us spend our lives in conceiving, then. The poet or the artist never yet had so fair and noble a design but some of his posterity at least could accomplish it.

Q. 31. The writer's attitude toward the arts is one of

(1) Indifference

in the largest angle?

(1) 75°

number?

(1) 30

(2) Suspicion.

(4) 45

- (3) Admiration (4) Repulsion.
- Q. 32. The author believes that children are often more acute than adults in their appreciation of life's relations because
  - (1) Children know more than adults.
  - (2) Children can use their experience better.

Q. 41. If the angles of a triangle are in the

Q. 42. Two numbers are in the ratio 5 : 4,

Q. 43. The ratio of the prices of two

and there difference is 10. What is the larger

 $(3) 40^{\circ}$ 

(3) 50

ratio 5 : 4 : 3, how many degrees are there

 $(2)90^{\circ}$ 

(2) 40

- (3) Children's eyes are unclouded by failure.
- (4) Experience is the best teacher.
- Q. 33. The passage implies that human
  - (1) Cannot distinguish the true from the
  - (2) Are immoral if they are lazy.
  - (3) Should be bold and fearless.
  - (4) Believe in fairy tales.
- Q. 34. The word 'fabulous' in the second line means
  - (1) Wonderful.
- (2) Delicious.
- (3) Birdlike.
- (4) Illusion.
- Q. 35. The author is primarily concerned with urging the reader to
  - (1) Mediate on the meaninglessness of the present.
  - (2) Appraise the present for its true value.
  - (3) Look to the future for enlightenment.
  - (4) Spend more time in leisure activities.

Passage 2

Ioday every major anthology of ninteenth-century poetry includes examples of the work which Christina Rossetti produced during her long literary career Born in 1830, she began composing verse at the age of eleven and continued to write for the remaining fifty-three years of her life. Her brother Dante Gabriel Rossetti, himself a poet and painter, soon recognised her genius and urged her to publish her poems. By the time of the her death in 1894, Christina had written more than eleven hundred poems and had published over nine hundred of them. Although this work has earned her recognition as the greatest woman poet of the Victorian Age, there is stil no authoritative edition of her poetry.

Q. 36. The word "anthology" (line 1) probably means

- (1) Writer.
- (2) Collection.
- (3) Poem.
- (4) Poet.

- Q. 37, Christina Rossetti began writin
- (1) Only after her brother urged her t do so.
- (2) When she was fifty three years of
- (3) When she was very young.
- (4) When her genious was recognised
- Q. 38. Christina's brother was probabl a good judge of her work because.
  - (1) He loved his sister very much.
  - (2) He himself published poems.

  - (3) He was a poet. (4) He was a famous painter.
  - O. 39. By 1894, Christina had
  - (1) Published only a few of the mar poems she had written.
  - (2) Published all the poems she ha written.
  - (3) Published more than eleven hundre
  - (4) Published over nine hundred poem
- Q. 40. At the time this passage w written, Christina Rossetti's poetry.
  - (1) Was almost unknown.
  - (2) Was rarely published
  - (3) had made her known as the greate women poet of the eighteenth centur
  - (4) Had not been collected in a authoritative edition.

### **ANSWERS**

- 1. (2) **2**. (3) 3. (3) 4. (1) 5. (2 6. (3) Part '3' should be 'by the time'.
- 7. (2) Part '2' should be 'who'.
- 8. (2) Part '2' should be 'If I would'. 9. (2) Part '2' should be 'non-smokers'
- 10. (2) Part '2' should be 'Sita'.
- 11. (1) Part '1' should be 'boy'.
- 12. (2) Part '2' should be 'do'. 13. (3) Part '3' should be 'were'.
- 14. (4) 15. (1) 16. (2) 17. (3) 18. (4)
- 19. (2) **20**. (3) 21. (1) 22. (4) 23. (2
- 24. (3) **25**. (2) 26. (2) 27. (2) 28. (4
- **32.** (3) **33.** (1 29. (3) 30. (1) **31**. (3)
- 34. (4) **35**. (2) 36. (2) **37.** (3) **38.** (3)
- 39. (4) 40. (4)

### Section II Mathematical Skills

Q. 46. A bag has 4 red and 5 black balls. A second bag has 3 red and 7 black balls. One ball is drawn from the first bag and two from the second. The probability, that there are two blacks balls and a red ball, is

(1) 
$$\frac{14}{45}$$
 (2)  $\frac{11}{45}$  (3)  $\frac{7}{15}$  (4)  $\frac{9}{54}$ 

Q. 47. Three boxes contain 6 red, 4 black; 4 red, 6 black and 5 red, 5 black balls respectively. One of these boxes is selected at random and a ball is drawn from it. If the ball drawn is red, then the probability that it is drawn from the first box is

(1) 
$$\frac{3}{4}$$
 (2)  $\frac{27}{83}$  (3)  $\frac{15}{59}$  (4)  $\frac{2}{5}$ 

Q. 48. A dice is thrown 6 times. If "getting an odd number" is a "success", the probability of 5 successes is

(1) 
$$\frac{1}{10}$$
 (2)  $\frac{3}{32}$  (3)  $\frac{5}{6}$  (4)  $\frac{25}{36}$ 

Q. 49. It takes 30 days to fill a laboratory dish with bacteria. If the size of the bacteria doubles each day, how long will it take for the bacteria to fill one half of the dish?

- (1) 10 days (2) 15 days (3) 29 days (4) 20 days
- Q. 50. A tap can fill a cistern in 8 hou and another can empty it in 16 hours. both the taps are opened simultaneous
- the time (in hours) to fill the tank will h  $(2)\ 10$ (3) 16(1) 8Q. 51. A and B can together do a piece
- work in 12 days. B and C together can the same work in 16 days. After A has beworking at it for 5 days, and B for 7 day C finishes it in 13 days. In how many da will C alone be able to do the work?
- (2) 24(1) 16(3) 36Q. 52. A certain distance is covered by
- cyclist at a certain speed. If a jogger covers be the distance in double the time, the ratio the speeds of the jogger to that of the cyclist
- (1) 1:4(2) 4:1(3) 1:2Q. 53. If a man travels at 30 km/hr, reaches his destination late by 10 minute but if he travels at 42 km/hr, then he reach 10 minutes earlier. Therefore the distan
  - (1) 36 km (2) 35 km (3) 40 km (4) 45 k

- houses A and B was 4 . 5 last year This year, the price of A is increased by 25% and that of B by Rs. 50,000. If their prices are now in the ratio 9: 10 the price of A last year was
  - (1) Rs. 3,60,000 (2) Rs 4,50,000
- (3) Rs. 4,80,000 (4) Rs. 5,00,000
- Q. 44. Three tourths of 68 is less than twothirds of 114 by
  - (2) 25(1) 12(3) 35
- Q. 45. Two cards are drawn together from a pack of 52 cards (a set of traditional playing cards), at random. The probability that one is a spade and other is a heart is
  - 29 47 (3) 100 (2) <sub>20</sub>  $(1) \ \overline{102}$  $(4) = \frac{1}{34}$

travelled by him is

- Q. 54. A clock gains 15 minutes per day. t is set right at 12 noon. What time will the lock show at 4.00 a.m., the next day?
- (1) 4:10 a.m.
- (2) 4:15 a.m.
- (3) 4:30 a.m.
- (4) 5:00 a.m.
- Q. 55. Two cyclists start on a circular track rom a given point but in opposite directions vith speeds of 7 m/sec and 8 m/sec espectively. If the circumference of the circle s 300 meters, after what time will they meet it the starting point?
- (1) 20 sec
- (2) 100 Sec
- (3) 300 Sec
- (4) 200 Sec
- Q. 56. During a journey of 80 km, a train overs first 60 km with a speed of 40 km/ ii and completes the remaining distance vith a speed of 20 km/hr. What is the iverage speed of the train during the whole ourney?
  - (1) 30 km/hr
- (2) 32 km/hr
- (3) 36 km/hr
- (4) 40 km/hr
- Q. 57. If  $x + \frac{1}{x} = 5$ , then the value of  $x^3 + \frac{1}{1}$  is
  (1) 125 (2) 110 (3) 45 (4) 75

$$x^3 + \frac{1}{x^3 + x^3}$$

- Q. 58. Of the following quadratic guations, which is the one whose roots are and -15?
  - (1)  $x^2 2x + 15 = 0$
  - $(2) x^2 + 15x 2 = 0$
  - $(3) x^2 + 13x 30 = 0$
  - (4)  $x^2 30 = 0$
- Q. 59. If the polynomial f(x) is such that f(-43) = 0, then a factor of f(x) is

- (1) x + 43 (2) x(3) x 7 (4) x + 43Q. 60. If  $\log_8 x + \log_8 \frac{1}{6} = \frac{1}{3}$ , then the
- value of x t (1) (8)
  - (3) 16 (2) 24
- Q. 61. The floor of a rectangular room is t5m long and 12m wide. The room is sprrounded by a verandah of width 2m on all its sides. The area of the verandah is
  - (1) 124 sq.m
- (2) 120 sq.m
- (3) 198 sq.m.
- (4) 58 sq.m.
- Q. 62. A cylinder is circumscribed about a bemisphere and a cone is inscribed in the cylinder so as to have its vertex at the centre of one end, and the other end as its base The volume of the cylinder, hemisphere and the cone are respectively in the ratio
  - (1) 2 3 2
- (2) 3:2.1
- (3) 3:1:2
- (4) 1:2:3
- Q. 63. A water tank in the form of a cuboid has its base 20 m long, 7 m wide and 10 m deep. Initially the tank is full, but later when water is taken out of it, the level of water in the tank reduces by 2m. The volume of the water left in the tank is
  - (1) 1120 m<sup>3</sup>
- (2) 400 m<sup>3</sup>
- (3) 280 m<sup>3</sup>
- (4) 140 m<sup>3</sup>
- Q. 64. A cylindrical vessel of radius 4 cm contains water. A solid sphere of radius 3 cm is lowered into the water until it is completely immersed. The water level in the vessel will rise by

- Q. 65. The ratio of the areas of the inscribed circle to the circumscribed circle of an equilateral triangle is
  - (1) 1:2
- (2) 1:3
- (3) 1 : 9
- (4) 1:4
- Q. 66. If the medians of a triangle are equal, then its angles are
  - (1) 45°,45°,90° (3) 60°, 60°, 60°
- (2) 60°, 45°, 75° (4) 60°, 30°, 90°
- Q. 67. The lengths of the three sides of atriangle are given below. For which one, it is impossible to construct a triangle?
  - (1) 15 cm, 12 cm, 10 cm
  - (2) 3.6 cm, 4.3 cm, 5.7 cm
  - (3) 2.3 cm, 4.4 cm, 6.8 cm
  - (4) 17 cm, 12 cm, 6 cm
- Q. 68. Any cyclic parallelogram having unequal adjacent sides is necessarily a
  - (1) Square
- (2) Rectangle
- (3) Rhombus
- (4) Trapezium
- Q. 69. Which is the smallest of the following numbers?

- (1)  $\frac{2}{3}$  (2) -1.5 (3)  $\frac{5}{3}$  (4) -1.375 Q. 70. What is the value of (P + Q)/(P Q) if P/Q = 7? (1)  $\frac{4}{3}$  (2)  $\frac{2}{3}$  (3)  $\frac{2}{6}$  (4)  $\frac{7}{8}$

- Q. 71. Which of the following pairs of tractions adds up to a number greater than 5?

- (1)  $\frac{13}{5}$ ,  $\frac{11}{6}$  (2)  $\frac{11}{4}$ ,  $\frac{8}{3}$ (3)  $\frac{7}{3}$ ,  $\frac{11}{5}$  (4)  $\frac{5}{3}$ ,  $\frac{3}{4}$ Q. 72. What is the value of

$$5\frac{2}{3}\times 3\frac{1}{6}+2\frac{1}{3}$$
?

- double at simple interest in 12 years, what would be the rate of interest per annum?
  - (1)  $8\frac{1}{3}$
- (2) 10
- (3)12
- Q. 74. A shopkeeper sells two radios at Rs. 1540 each. On one he gains 12% and on the other he loses 12%. What was the net result of the sale of both the radios?
  - (1) No loss no profit (2) Gain of Rs. 165

  - (3) Loss of Rs. 45 (4) Gain of Rs. 45
- Q. 75. Two equal sums were borrowed at 8% simple interest per annum for 2 years and 3 years respectively. The difference in the interests was Rs. 56. The sums borrowed were
  - (1) Rs. 690
- (2) Rs. 700
- (3) Rs. 740
- (4) Rs. 780
- Q. 76. By selling 12 marbles for a rupee, a shopkeeper loses 20%. In order to gain 20% in the transaction, he should sell the marbles at the rate of how many marbles for a rupee?
  - (2)6(1) 8
- Q. 77. If  $\sqrt{x} + \sqrt{49} = 8.2$ , then the value of x is equal to
  - (1) 1.20 (2) 1.40
    - (3) 1.44(4)1.89

- **Q.** 78. The value of  $(\frac{-1}{216})^{-\frac{2}{3}}$  is
- (1)  $\frac{1}{36}$  (2)  $-\frac{1}{36}$  (3) -36 (4) 36
- Q. 79. The unit's digit in the product  $7^{35} \times 3^{71} \times 11^{55}$  is
  - (1) 1(2) 3(3)7
  - **Q. 80.** If  $\sqrt{5} = 2.236$ , then the value of

$$\frac{\sqrt{5}}{2} - \frac{10}{\sqrt{5}} + \sqrt{125}$$
 is equal to

(1) 7.826 (2) 8.944 (3) 5.59 (4) 10 062

### **ANSWERS**

- 41. (1): Let the angles be 5k, 4k, 3k  $\therefore 12 \text{ k} = 180^{\circ} \Rightarrow \text{k} = 15^{\circ}$ 
  - ⇒ Largest angle = 75°
- 42. (3): Let the number be 5k & 4k.  $\therefore 5k - 4k = 10 \implies k = 10$
- ⇒ Largest number ≈ 50 43. (1): Let the price of the two houses A and B be 4k and 5k respectively.

$$\frac{4k + 25\% \text{ of } 4k}{5k + 50000} = \frac{9}{10}$$

$$\Rightarrow \frac{5k}{5k + 50000} = \frac{9}{10}$$

- $\Rightarrow$  k = 90000
- $\therefore \text{ Price of house A Rs. 360000}$  **44.** (2):  $\frac{2}{3}$  of  $114 \frac{3}{4}$  of 68= 76 51 = 25
- **45.** (1): Let  $p_1 = Probability of drawing$ one spade in first chance

$$=\frac{13}{52}=\frac{1}{1}$$

- p, = Probability of drawing one
- spade in second chance  $=\frac{13}{12}$ p<sub>3</sub> = Probability of drawing one
- heart in first chance =  $\frac{1}{4}$  and  $p_4$  = Probability of drawing one

heart in second chance = 
$$\frac{13}{51}$$

Required Probability = Prob. (first is spade and second is heart) or Prob. (first is heart and second is spade) =  $p_1 \times p_2 + p_3 \times p_4$ 

$$= \frac{1}{4} \times \frac{13}{51} + \frac{13}{51} \times \frac{1}{4} = \frac{13}{102}$$

46. (3): Let  $p_1 = Probability$  that the ball drawn from bag A is red =  $\frac{\pi}{9}$ p<sub>2</sub> = Probability that the ball drawn from bag A is black p<sub>3</sub> = Probability that both the balls

$$=\frac{7_{C_2}}{10_{C_3}}=\frac{7}{15}$$

and p<sub>4</sub> = Probability of drawing one red and one black ball from bag B

drawn from bag B are black

$$=\frac{3_{C_1}\times7_{C_1}}{-10_{C_2}}\cdot=\frac{7}{15}$$

- Required Probability = Prob (one red ball from bag A and two black balls from bag B) or prob (one black ball from bag A and one red and one black balls from bag B)  $= \mathbf{p}_1 \times \mathbf{p}_1 + \mathbf{p}_2 \times \mathbf{p}_4$ 
  - $=\frac{4}{9}\times\frac{7}{15}+\frac{5}{9}\times\frac{7}{15}=\frac{7}{15}$
- 47. (4): Let E, be the event that the ball is drawn from the first box. E, be the event that the ball is drawn from the second box.
  - E, be the event that the ball is drawn from the third box.
  - E be the event that the ball is fed. Clearly, we have to find  $p(E_1/E)$ Since all the boxes are equally likely to be selected, therefore  $p(E_1) = p(E_2) = p(E_3) = 1/3.$
  - Also, The probability of drawing red ball from the first box
  - $= p(E/E_1) = \frac{6}{10}$
  - The probability of drawing red ball from the second box
  - $= p(E/E_2) = \frac{10}{10}$
  - The probability of drawing red ball from the third box  $= p (E/E_3) = 10$
  - Hence, by Bye's theorem, we have
  - p(F<sub>1</sub>) p(F/F<sub>1</sub>) pitalpita Karopika lpff ckaropitalpit (ka)
- $= \frac{1}{\frac{1}{3}} \cdot \frac{6}{\frac{10}{10}} + \frac{1}{3} \cdot \frac{\frac{4}{10}}{\frac{1}{10}} + \frac{1}{3} \cdot \frac{\frac{5}{10}}{\frac{10}{10}} = \frac{2}{5}$  **48.** (2) : Let p = Probability of success
- $=\frac{3}{6}=\frac{1}{2}$ , (Since there are 3 odd) numbers out of 6 numbers on the
  - .. q · Probability of failure

$$= 1 - p = 1 - \frac{1}{2} = \frac{1}{2}$$

 $=1-p=1-\frac{1}{2}=\frac{1}{2}$  Hence the probability of 5

$$=6_{C_{k}}(p)^{-}(q)^{1}+6\times\left(\frac{1}{2}\right)^{5}\left(\frac{1}{2}\right)=\left(\frac{3}{32}\right)$$

- **50.** (3) . In one hour,  $\frac{1}{8} = \frac{1}{16}$  of the tank can be filled.
- 51. (2): (A + B)'s one day's work =  $\frac{1}{12}$ (B + C)'s one day's work =  $\frac{1}{16}$ Suppose C alone can finish the work in k days.
  - $\Rightarrow$  C's one day's work =  $\frac{1}{L}$

∴ B's one day's work
$$= \frac{1}{16} - \frac{1}{k} = \frac{k-16}{16k}$$
⇒ A's one day's work

- $\therefore \text{ A's 5 days' work} = \frac{5(k+48)}{48k}$
- B's 7 days' work =  $\frac{7(k-16)}{16k}$
- .. Remaining work to be done

$$=1-\left[\frac{5(k+48)}{48k}+\frac{7(k-16)}{16k}\right]$$

 $=\frac{11k+48}{24k}$ , which is finished by him in 13 days.

Now In one day, C does  $\frac{1}{k}$  of the

In 13 days, C does  $\frac{13}{k}$  of the work.

$$\therefore \frac{13}{k} = \frac{11k + 48}{24k} \Rightarrow = 24$$
52. (1): Let the speed of the cyclist be k

- - .. Speed of the jogger

$$=\frac{1}{2} k \text{ km/2 hr} = \frac{1}{4} k \text{ km/hr}$$

.. Ratio of the speeds of the jogger

and the cyclist 
$$=\frac{\frac{1}{4}k}{k} = \frac{1}{4}$$

53. (2): Suppose distance travelled by the man = k km

$$\therefore \frac{\mathbf{k}}{30} - \frac{10}{60} = \frac{\mathbf{k}}{42} + \frac{10}{60}$$

$$\Rightarrow \mathbf{k} = 35$$

- 54. (1)
- 55. (3): For the first time they will meet after 20 seconds but not at the starting point.
- **56.** (2): 60 km are covered in  $1 \frac{1}{2}$  hours. Remaining 20 km are covered in

  - ∴ 80 km are covered in  $2 \frac{1}{2}$  hours ∴ Average speed =  $\frac{80}{2 \frac{1}{2}}$  = 32

57. (2): 
$$\left(x + \frac{1}{x}\right) = 5$$

$$\Rightarrow \left(x + \frac{1}{x}\right)^3 = 125$$

$$\Rightarrow x^3 + \frac{1}{x^3} + 3x \times \frac{1}{x} \times \left(x + \frac{1}{x}\right)$$
=125

$$\Rightarrow x^3 + \frac{1}{x^3} = 125 - 15 = 110$$

- 58. (3)
- 60. (4) .  $\log_8 x + \log_8 \frac{1}{4} = \frac{1}{2}$

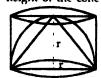
$$\Rightarrow \frac{\log x}{\log 8} + \frac{\log \frac{1}{6}}{\log 8} = \frac{1}{3}$$

$$\Rightarrow \frac{\log x + \log 1 - \log 6}{\log 2^3} = \frac{1}{3}$$

$$\Rightarrow \frac{\log x - \log 3 - \log 6}{3 \log 2} = \frac{1}{3}$$

$$\Rightarrow \log x = 2 \log 2 + \log 3$$

- $= \log 2^2 + \log 3$  $= \log 4 + \log 3$ = log 12
- 61. (2): Let r = radius of the base of the cylinder
  - = radius of the hemisphere = radius of the base of the
  - cone
  - = height of the cylinder = height of the cone



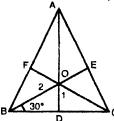
### Required ratio

$$= \pi r^3 + \frac{2}{3} \pi r^3 : \frac{1}{3} \pi r^3$$
$$= 1 : \frac{2}{3} + \frac{1}{3} = 3 : 2 : 1$$

- 63. (1): Volume of the water in the tank  $= 20 \times 7 \times 10 = 1400 \text{ cu. m}$ Volume of water left in the tank  $= 20 \times 7 \times 8 = 1120$  cu. m.
- 64. (2): Radius of the cylinderical vessel
  - .: Volume of water in the vessel  $\pi \times (4)^2 \times h = 16\pi h$ where h is the height of water in it

When a sphere is lowered in water, suppose that the water level rises by k.

- .. Volume of water and the sphere in the vessel =  $16\pi$  (h + k)
- $\Rightarrow 16\pi (h + k) 16\pi h \frac{4}{3}\pi(3)^{3}$  $\Rightarrow 16\pi k = 36\pi \Rightarrow k = \frac{9}{3}$
- 65. (5): Let ABC be an equilateral triangle



Draw AD ± BC, BE ± CA, CF ± AB Let these perpendiculars meet at O. Since ABC is an equilateral triangle, therefore AD, BE & CF are also the right bisectors of angles A, B & C

$$\therefore \text{ From } \triangle \text{ ODB}, \quad \frac{OD}{BD} = \frac{1}{2}$$

.. Radius of the inscribed circle

Radius of the circumscribed circle

Ratio of their areas = 
$$\frac{\pi \times (1)^2}{\pi \times (2)^2} = \frac{1}{4}$$

(Continued on page 119)

# Strategic Planning & Never Say Die Spirit

Munish Moudgil (24) achieved the 8th position among the successful candidates of the Civil Services Examination, 1998.

He has done M.Tech (Electrical).

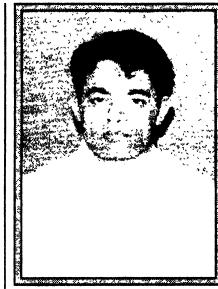
We publish below an exclusive interview he gave to Competition Success Review.

CSR: What is the secret of your success in the Civil Services Examination?

Munish Moudgil: Hard work, determination, focussed work and never say die spirit. This, along with strategic planning, was the key.

- Q. Apart from Competition Success Review, General Knowledge Today and CSR Year Book, which other newspapers and journals have you been reading for the General Knowledge and other papers?
- A. I read The Hindu, The Times of India,

  The Economic Times and Frontline.
- Q. What is your advice to the future aspirants?
- A. Work with single-minded devotion. Especially with the kind of exam that this is, any half-hearted attempt is fatal. Be prepared to give your everything and yet face the result with equanimity.
- Q. Competition Success Review, the largest selling youth magazine in English, has been extremely helpful because...
- A. It provided me the base from where I could build my Civil Services success. It remained a companion in the form of inspiration to go further. I subscribed to it in my college itself.
- Q. What prompted you to choose Civil Services as your career?
- A. It combines opportunity with ability to work on some of the fundamental problems facing our nation. It offers good career promotional avenues and ability to explore oneself in many diverse fields.
- Q. How did your parents, family and friends contribute to your success?
- A. I trankly feel without family support no person can reach anywhere. Friends are there to constantly keep your spirits soaring and share your troubles.
- Q. Had you not been selected in the Civil Services Examination, what would have been your reaction? Which other service/career would you have gone in/opted for?
- A. I would have been surprised. I would have made another attempt along with pursuing a career in Management.
- Q. How would you visualise your success?
- A. It is the culmination of incessant endeavours and vindication of the fact that hard work always pays.



"Competition Success
Review, if taken up as
a companion early,
can really help you
discover your own
potential and thus
build your career."

-- Munion Moudell 100

.

- Q. What were your Optionals for the Civil Services Examination?
- A. (1) Physics for Prelims; (2) Mathematics and Physics in the Mains.
- Q. What was your criterion for the selection of the optional subjects?
- A. My confidence in being able to do well in these subjects. Analysis of the success pattern of toppers in the last few years. My aptitude in Physics was the main reason
- Q. How did you prepare for your Compulsory papers?
- A. Language papers needed no preparation except for skipping through the last few years' question papers. Essay I could write impromptu because of my deep interest in philosophy. Regarding General Studies, I went in for planned, systematised approach.
- Q. What is your impression about the Interview Board?
- A. They are a group of very astute, intelligent, knowledgeable persons who are experts in their own fields and can size you up in the time available at their disposal They want you to put forth your best
- Q. Competition Success Review is the largest read youth magazine in English. How do you visualise the role of this magazine in moulding the careers of the youth?
- A. Well begun is half done. So Competition Success Review, if taken up as a companion early, can really help you discover your own potential and thus build your career.
- Q. How did Competition Success Review help you in your preparation for the interview?
- A. CSR regularly publishes interviews/ views of toppers, which give a good insight into the whole interview process.

- Q. What is your opinion about Competition Success Review?
- A. It is a good magazine. It covers the widest range of competitions.
- Q. What is your opinion about General Knowledge Today?
- A. General Knowledge Today is useful to every person, for even a layman can benefit from it. It gives relevant information in a concise form.
- Q. What do you think is a better way of preparation between selective, intensive study and wide, extensive study?
- A. An ideal mixture of the two depending upon your own temperament, aptitude and your optionals.
- Q Is the pattern of the examination appropriate for selection? Would you recommend any improvement?
- A I feel that the pattern is appropriate, except for the amount of time this examination takes. I sincerely feel great need for it to be cut down
- Q. Do you feel that there should be no restriction on the number of attempts?
  - A. Four attempts are more than enough.
- Q. With the resumption of Essay paper in the UPSC examinations, we are giving four senior essays every month. Is this focus-oriented, analytical feature helpful for the IAS aspirants?
- A. Undoubtedly. Yet essays from the previous IAS exam can be published along with marks scored by some toppers.
- Q. How do you think Competition Success Review could be more useful to the candidates?
- A. It can become more analytical in articles and give more coverage to General Studies papers and articles suitable for these papers.

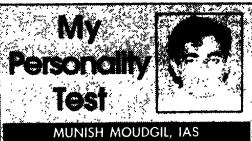
# Factual Questions Troubled Me

The Personality Test is intended to bring out the inherent traits and mental qualities of the candidate. The Interview Board sometimes makes it a stress interview deliberately in order to appraise such qualities as intellectual curiosity, critical power of observation, balance of judgement and alertness of mind of the candidate. Here is one such instance of a stress interview.

---Editor, CSR

I was confident of my call as I had done quite well in my written exam. Still I was joyous when I did receive it. My preparation had been going on since January, anyway. By way of keeping in touch with the world around me and also keeping physically fit, I was pursuing my hobbies all this time. My earnest preparation included

keeping newspaper cuttings and going through them, brushing up questions on my optionals, taking keen interest in every development, inculcating an



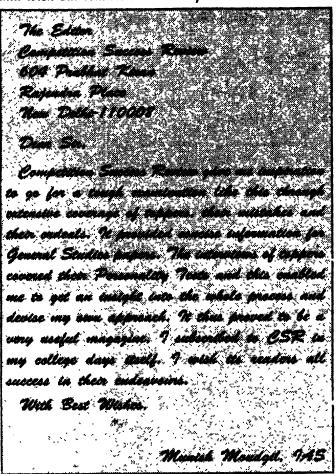
analytical approach to every problem/issue.

On the D-Day I wore grey trousers, black leather shoes, white shirt and a maroon necktie. Though I was the first to be interviewed, I had quite some time to chat with my fellow candidates and we could strike a good rapport. I was ushered in at 10.00 a.m. I was cool and relaxed and greeted the Board Members naturally. The first question was: What had I been doing since passing out of IIT Bombay in July '96? And the last question, not by the Chairman, was: "How much has the average temperature increased in India over the last 30 years?" It was thus an environment-related question

I was not asked any questions abruptly but the Chairman did interrupt me once or twice. I found no question ticklish as such, vet factual questions were troubling as many of them were asked. I think here one should remain one's usual self and give frank, straigtforward replies. On the whole, I felt I had done very well. The interview lasted some 32 minutes.

# Thorough Intensive Coverage

We are pleased to publish here a letter from Mr. Munish Moudgil, IAS Topper 1998 (8th Position) and wish our readers a similar splendid success.



# I Committed Avoidable Mistakes

MUNISH MOUDGIL, IAS

One lesson I have learnt in appearing for the Civil Services Examination is that this is a dicey examination. Therefore, do very well in every part/paper of it so that you can

recover from minor slippages, which invariably are always there

In the Prelims (Physics) I did not practise solving MCQs at all. Moreover, I did not cram any formulae either. This cost me

some 15 marks and I could only solve only 90 questions correctly in Physics. So don't take chances.

In the Mains, I misread the first question

(35 marks) in the General Studies-I paper because of which the thrust of my answer was not correct. I committed avoidable mistakes in Mathematics-I and

Physics-I; each of which cost me.

In the interview, the first time my approach was wrong This was avoidable, as despite attending 'the best' institute for interview coaching at Delhi, my mis-

take was not pointed out to me. This problem of not taking the interview as a conversation but as a question-answer session cost me a lot. I corrected it the second time.

### **Bio Data**

- Name: Munish Moudgil
- Educational Qualifications: 5-year integrated M. Tech (Electrical) from Indian Institute Of Technology, Mumbai.
- School: Dayanand Model School and MGN Public School, Jalandhar.
- College: Indian Institute Of Technology, Mumbai.
- University: Indian Institute Of Technology, Mumbai.
- Published Works: Research paper in the National Communications Conference (NCC '96).

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# **Constitution Of India**

Prof. (Dr.) M. V. Pylee

Former Vice-Chancellor, University of Cochin

### **Basic Principles**

### The Preamble

Every Constitution has a preamble with which it begins and which embodies its objectives or basic purposes. The framers of our Constitution in this respect were in a most happy position. For, here was an opportunity for them to give expression to the dreams of a new order they had been dreaming of for years. Naturally, they were eager to draw up a Preamble which embodied the fundamental principles of that new order. The Preamble, indeed, embodies—the—philosophy—of—the Constitution.

✓ from a strictly legal point of view, the importance of a Preamble is limited. It cannot qualify the provisions of the enactment so long as its text is clear and unambiguous. But if the statute is ambiguous the Preamble can be referred to morder to explain and elucidate it as "it is a key to open the mind of the makers of the Act and the mischiefs they intended to redress". The Supreme Court of India is substantially in agreement with this position.

The Preamble to the Constitution of India reads as under.

"MI THE PEOPLE OF INDIA, having scleenly resolved to constitute India into a 5 VEREIGN SOCIALIST SECULAR MOCRATIC REPUBLIC and to secure to aim its citizen."

JUSTICE social, economic and political LIBERTY of thought expression, belief, faith and worship,

EQUALITY of status and of opportunity, and to promote among them all

FRATERNITY assume the dignity of the individual and the unity and integrity of the Nation

IN OUR CONSTITUENT ASSEMBLY this twenty-sixth day of November 1949, do HERFBY ADOPT, ENACT AND GIVE TO OURSELVES THIS CONSTITUTION.

The sentiments expressed in the Preamble were those described by Jawaharlal Nehru in the Objectives Resolution, which he moved in the onstituent Assembly in its first session and which the Assembly adopted unanimously. But Nehru's resolution itself had taken shape out of what had been already said many times by Mahatma Gandhi. In 1931, when Gandhiji was

standing on the deck of a ship taking him to London as the spokesman and representative of nationalist India to the second Round Table Conference, he was asked by a newspaper correspondent as to what Constitution he would bring back if he could help it. Gandhiji's reply is worth reproducing here:

"I shall strive for a Constitution, which will release India from all thraldom and patronage and give her, if need be, the right to sin. I shall work for an India, in which the poorest shall feel that it is their country in whose making they have an effective voice; an India in which there shall be no high class and low class of people; an India in which all communities shall live in perfect harmony. There can be no room in such an India for the curse of untouchability or the curse of intoxicating drinks and drugs. Women shall enjoy the same rights as men. Since we shall be at peace with all the rest of the world, neither exploiting nor being exploited, we should have the smallest army imaginable. "All interests not in conflict with the interests of the dumb millions will be scrupulously respected, whether foreign or indigenous Personally, I have no distinction between foreign and indigenous. This is the India of my dreams."

It is not an exaggeration to say that not only in the Preamble but also in several other parts of the Constitution there is a perceptible vibration of the Gandhian concept of independent India.

Reading through the Preamble, one can see the purposes that it serves, namely, the declaration of (1) the source of the Constitution, (2) a statement of its objectives, and (3) the date of its adoption

The opening words of the Preamble emphasise the ultimate authority of the people from whose will the Constitution emerges. Most of the modern constitutions emphasise the same principle. Since the Constituent Assembly "enacted and adopted" the Constitution in the name of the people of India, the question has been asked whether the Assembly was really representative of the people of India "Does the Constitution reflect the will of the people of India?" This question was raised both within and outside the Assembly. Notice of a motion to this effect was given by a member of the Assembly who asked the House to adjourn the discussion on the



Draft Constitution altogether and called for a new House on the basis of adult franchise to be elected claiming that such a House alone should deal with the fraining of the Constitution. The motion was, however, rejected by the Assembly as there was no one to support it

The concepts of Socialism and Secularism were implicit in the Constitution, as it was originally passed. A number of provisions in Part IV of the Constitution dealing with the Directive Principles of State Policy (Articles 38, 39, 40 and 41 are examples) are intended to bring about a socialist order of society. These objectives had been later summed up in the phrase "Socialistic Pattern of Society" and have been explained in the Five-Year Plan documents. Similarly, Articles 14, 15, 16, 26, 27 and 28 are intended to ensure the establishment and maintenance of a Secular State in India.

The term "democratic" is comprehensive in a narrow political sense, it refers only to the form of government, a representative and a responsible system under which those who administer the affairs of the State are chosen by the electorate and are accountable to them. But in its broadest sense, it embraces, in addition to political democracy, social and economic democracy. The term "democratic" is used in this sense to the Preamble.

The term "republic" implies an elected Head of the State. A democratic State may have an elected or a hereditary head Britain is perhaps the best example of the latter type. There the monarch, a hereditary ruler, is no hindrance to democratic government as the real power of the State is in the hands of the representatives of the electorate. Under a republican form, on the contrary, the Head of the State, single or collective, is always elected for a prescribed period For example, in the United States of America, the Head of the State and Chief Executive—the President--is elected for a fixed period of four years. In Switzerland, on the other hand, a

(Continued on page 117)

# Improve Your Memory and Use More of Your Mind Power by Ref le For Success in Competitions. (Most people use only 10%.)

by Raj Bapna

Dear friend.

My name is Raj Bapna. I want to tell you some ideas from my new surprisingly powerful course "Raj Bapna's Mind Power Study Techniques."

Why Use Only 10% Mind Power

Yogis have always known that each person's mind is very powerful. The scientists now say that most people use only 10% of their mind power. That upto 90% of mind power remains hidden and

My course teaches you to use part of this 90% to study better, to improve your memory, and to get success in your exam and competition

Surprising But True

Consider this You have been learning many subjects in schools or colleges for 10, or 12, or more years. It is surprising that they do not spend even 1 hour to teach you how to use more of your mind power for success

My powerful, result-oriented course will help you in everything you want to study. English, Physics, Accounting, History, etc. and for IAS, PMT, IIT, Board Exams, PO, Bank, UPSC, SSC, CA, CS,

Can't Make You Superman. No Magic. I want to make it clear that my course cannot make you a superman or give you success by magic

if you do not work hard What my course can do is to help you discover the hidden talents and natural abilities of your mind such as reading faster and remembering more in less

I guarantee that my course will help you towards success if you are a sincere and ambitious student who studies average or more, is different, and seriously wants to get success. Both toppers and ordinary students will greatly benefit

Just as a strong foundation helps to build a good building, this course helps you to make the best use of your hard work and studying/coaching

**Improve Your Memory Quickly** 

You will learn many easy techniques to improve your memory in this course. Let me give brief summary of two such techniques here.

Technique 1. The brain has two memory stores: short-term and long-term Research shows that without revision, after 24 hours we remember only 18%. After 1 month only 5%. It clearly shows that we must revise But, most students do not revise systematically, so much of their hard work is wasted. I teach you the powerful techniques "Systematic Revision" and "Daily Routine" so that you can revise and remember more in less time

Technique 2: Scientific research has proved that for better memory, we should take rest and not study continuously for hours. You will learn my technique "Rest Routine" to get maximum benefit from the rest. This technique relaxes you, changes your brain waves, and puts you in a "learning state"

### Read Faster to Revise Faster

Everyone can learn to read and understand 300, 500 or more words per minute But, many of us read only about 100 words per minute. My "Finger Technique" will double your speed in 60 minutes

You may read slowly for these reasons (1) If you read aloud or move lips (2) If you hear sounds in your mind (3) If you read one word at a glance rather than reading many words (4) It, without being aware, you read some words again and again.

This course will help you to overcome these habits. The best use of reading faster is not to study new chapters for the first time, but to revise again and again quickly so that you can remember more in less time.

### **What Will You Loarn**

My course helps you in these Critical Success Factors: 1. Good increase in your memory & concentration 2. Your offectiveness to read faster and learn will increase greatly 3. Increase in your ability to study longer without getting tired (body or

### Can You Answer These Questions

- For better memory, should you study early in morning or late in night?
- For better memory, should you read fast or slow? Should you study continuously or take rest?
- Do examiners give you more marks if you write more pages?
- Which vitamins can help your brain to function better and to improve your IQ? For how many hours must you sleep? Is it good for your IQ to eat just before an exam?

### Proof of Benefit Our Student Sets All India Memory Record

Our student Rajiv Chaudhary has recently set a memory record (I imca Book of Records).

in interviews to many newspapers

he said, "The secrets of my newly developed memory are postal courses Mind Power Study Techniques and Mind Power Music from the Mind Power Research Institute, Udaipur

Before joining our courses, he was an ordinary

student and scured only 52.3% in High School Exam.

<u>Ask yourself:</u> If this course can help someone to set a new memory record, can it also help you to improve nemory and use more mind power for success

What Newspapers, Magazines Say

"Simple, effective, practical techniques to improve over-all intelligence and mind power. Even average student

"Powerful, practical, easy It will help all students, bank officials and others appearing for test, exams and inter-Indian Banks' Association Bulletin

**What Students Say** 

e"Your course helped me to win GOLD MEDAL in AMIE exam It has been of immense help to me."

- e"I <u>topped</u> DAV College Chandigarh I increased my reading speed from 303 to 1000 words per minute." Senjeov Dirit, Panchkula, Haryana
- Very useful for my BSc and ICWA exams. Within a single day, I increased my reading speed from 275 to 455 words per minute" S Javaprakash, Madras FN
- "I am very happy to inform you that my son Ravi Anand increased his reading speed from 228 to surpris ingly high 1818 words per minute. Thank you for your COURSE." — Dr M L Singh, MS Fye Surgeon Bihar e"Unbellevably, I improved my reading speed from 75 to
- 200 words per minute My son (in class 4) improved his memory. He also improved his reading speed from Prof M Bhatnagar PhD Formerly in USA
- I worked hard according to your techniques and improved. My parents are very happy. I had never be-fore got distinction, but now I got 78% in Maths and Pankar Kumar Nesik MS

mind) or feeling sleepy 4. You will experience that you are capable of achieving much more success than you currently do (even if you are already very good) 5. Enhance your intelligence 6. Improve writing, spelling, interview skills 7. Learn exam secrets to get more marks for what you have studied

8 Avoid big mistakes that can cause failure. You Will Also Learn These

1. Some major mistakes of exam days & how to avoid them 2. More techniques for improving memory, concentration, and intelligence 3. How to use time in the classroom for success 4. Mind maps new scientific way to take notes 5. Program yourself for success using the power of beliefs, imagination, and Neuro Linguistic Programming 6. Advance. I memory techniques to remember long sequences, spellings, and complicated things 7. Interview techniques for self-confidence & success 8. How examiners correct answer papers, and how to use this knowledge to get more marks 9. Mega-

### **Bio-Data**

B E, BITS Pilani, M Tech, IIT Kharagpur, NTSE

scholar Rank 5 Raj School Board.
World-famous author | published 3 computer books in USA including a best selling "MS-DOS Masters."
Wy first job as an engineer pald only Rs 1000 per MONTH Just 7 years later, I earned 50 dollars per HOUR in USA as computer expert and writer
At the peak of success, I left USA to do something in

our own country. Now, I spend my full time at the "Mind Power Research Institute "

I also learnt French, Sanskrit, Karate, Breaking wooden board by hand, many Meditations, etc Expert Computers, English, Mind Power, Study Tach niques Was a member of "Society for Accelerated

Learning & Teaching, USA".

vitamins can increase your intelligence during exam-days 10. How for 2 types of questions, you can get more marks

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Combines Best of USA and India

This unique course combines 5000 year old Indian techniques with the latest scientific discoveries in brain research, nutrition, psychology, and music in America and other countries. This course is protected by the Copyright Law so nobody can copy this material.

Mind Power Music for Learning

Our cassette has music and sounds from nature (rive birds) and the subliminal nessages (or Hidden Messages<sup>16</sup>) in this music bypass your conscious mind, go to your subconscious mind to help you Now a research paper, as part of Ph D work in the Department of Psychology, Sukhadia University, has

academically proved that this music significantly helps in learning/creativity and that it is as effective as mind machines. (Dr Thomas Budynski had found that mind machines increase 'Q and grades/marks in school/exam)

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# **Descriptive Type Test**

### For Bank Probationary Officers' Examinations Including State Bank of India

1. What will happen if the supply of electricity were discontinued in the country for one day? Give three possible consequences if such a situation arises.

If electricity or power, which has become a vital part of our life today, were to be discontinued, the following consequences may arise:

1 All industries will come to a sudden halt, resulting in losses amounting to hundreds of crores of rupees to the nation. Irains operating on electricity will also stop running, thus dislocating traffic in various parts of the country. The total loss in mandays to the nation would be staggering.

2. There will be total darkness at night all over. The situation would be much worse if the supply of electricity were discontinued thang summer. People will find it hard to bear the sweltering heat.

3 Computers will stop functioning and this would result in huge loss in the wake of large-scale computerisation of offices in our metropolis today. The consequences of the stoppage of electricity or power for one day are unnerving, if not completely unbearable. The only saving grace is that such a situation would exist for just one day.

### 2. If the children are permitted to watch Doordarshan for more time, what would be the effect on their body and mind?

As it is, children watch television for more time than they should be doing. Most of their waking hours are spent glued to the fetevision sets. If they were permitted to watch Doord irshan for more time, they would neglect their studies still further. This would have adverse effects on their performance in the examinations and prove rumous for their caree:

Programmes on Doordarshan and other television channels are often educative and instructive. This broadens the mental horizon of children watching them; they learn new facts of life through such programmes. But on the other hand, if viewing hours were increased for children, they may also watch late-night adult shows on various channels and that would be detrimental tog their moral health. Children may become precocious and lead a permissive life.

Healthwise, watching Doordarshan programmes for long hours weakens the eyesight. Children would be seen wearing high-powered spectacles all around. And when they get up in the morning, they would feel groggy and sleepy. They would be listless and in no mood to go to school. They may walk around throughout the day

How To Attempt ! Some Practical Histo

The first thing that you require for sapking this tast is proficient, in writing a welf as the ability to condense your ideas at the first you are able to finish this tast in the ablosted cine, has all distances that paint the ablosted cine, has all distances that solding many be broug and in the paint. Remarkly, you are not torthing a full finished easy on the given tipes. Nor is the price of paragraph writing. It requires your faculty of alfoling the material at your disposal and presenting only the essential points for qualifying in the test.

In next thing that a majored of doing heat in this part is the faculty of energiastics. You may be altered a grace content of the content of

3. There are certain again and economic problems that require your alternion, viz, smoking in public places, unemployment among the south of the southing, againtou of written in editiety and the runal-urban divide in India, How would you deal with such a problem? Generally, you are asked to give three solutions to such a problem and explain how affective they will be in the preveiling account.

4. The fourth constituent of this exercise is to argue in favour of and against a given proposition as in a debate. You are required to give such arguments in favour and twin against a given proposition. Ou not attempt to describe the althation, it is aiready there. Think of cogent and logical arguments that may be put forth by both the nides if a debate is held on the topic Condense them and present them.

for evaluation.

3. Remarker, you have only \$5 minutes to attend these copies. Speed and quick kindsing are, therefore, of payamount importance to the Conception Type But Call appealant to the State of the State o

like zombies. It is, therefore, inadvisable to increase viewing hours for children-

whether it be on Doordarshan or on other satellite channels. This will do more harm than good to them. Eventually, children may give up reading habits and like to watch everything—even 'read' their books—on Doordarshan That would be a sad state of affairs, indeed.

 Some people feel that we should spend more time on social service than on material pursuits. Give two arguments in favour and two against the proposition.

Arguments in l'avour

1. Social service has been sadly neglected in post-independence India. After Mahatma Gandhi and B.R. Ambedkar, we have had few social reformers in the country. It is the pursuit of material wealth that has become our sole aim in life. As a result, the youth of the country are at the crossroads today. We need spending more time on social service so that the youth are properly guided and shown the right path in life.

2. Social service is all the more important today to create a vareness of prevalent evils like dowry, child marriage, exploitation of women and the underprivileged sections of society, caste and communal hatrid and the rise of fundamentalism. The people must be educated on the havor these social evils can wreak on such a vast and diverse nation

as India.

### Arguments Against

1 Social service has become a thing of the past as there are no selfless volunteers and pioneers to take up what they term as "lost" causes. Everyone is in the mad race for making money and acquiring material possessions. Working towards material pursuits is the only way to progress in teday's world, it is, therefore, right that social service has been pushed to the background.

2. Material pursuits bring prosperity and happiness, whereas social service mainly invites criticism and ridicule Social workers are looked down upon as freaks and odd balls in a sane society. This puts off even those who are genuinely interested in social service and working for the poor. Naturally, therefore, people do not spend time on social service. Like others, they are busy in their material pursuits to the exclusion of every other value in life.

4. What are your views on the proverb, "The higher the monkey climbs, the more he shows his tail"? Substantiate your views from your experience, reading and knowledge.

The proverb, "The higher the monkey climbs, the more he shows his tail", is largely

true in the case of upstarts and opportunists. Those who have never seen good times in life go haywire when they become successful and prosperous. Their value system becomes lopsided; they have no respect for other human beings as they feel everything can be bought or purchased in life. Such people may be feared, but they are never respected.

On an individual level, such monkeys who climb high in life show their tails soon enough. Their hidden insecurities and complexes come to the fore. They indulge in all types of vices at the cost of their health. and general well-being. Their families and triends cannot deter them from their vainglorious pursuits, they feel sorry for the mess that these people have landed themselves into. As a result, these people sink still lower in their vain attempts to prove their greatness and end up in a sorry mess. But it is too late by then. They have exposed themselves to the rest of the world; nobody sympathises with their plight, or is prepared to lend them a helping hand.

It is, therefore, advisable to keep a level head and remain cool when one suddenly comes into luck or climbs the ladder of success. One must not lose sight of the basic values of life—whether it is in adversity or prosperity Such people, even when they are tacing mistortunes in life, are admired and respected.

respected

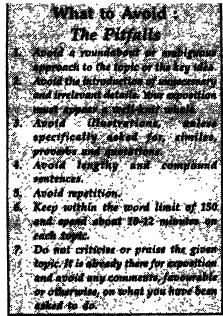
# 5. Are elections in India free and fair? Give two arguments in favour and two against the proposition.

Arguments in Favour

- 1. Today, India is the largest functioning democracy in the world. The electorate may be largely illiterate and backward, but they have shown remarkable maturity in the last 12 general elections that have been held in the country. They do not hesitate to throw out the party in power if it is working against the welfare of the people. It has happened time and again that a political party, which has failed to deliver the goods to people's satisfaction, has been shown the door at the hustings. This shows that elections in India are free and fair.
- 2 That the elections in India are free and fair has been proved by the fact that India has not gone the way of its neighbours like Pakistan or Myanmai where there is either military dictatorship for long stretches of time or one-man rule. Democracy proving Abraham Lincoln's adage that it is truly "a government of the people, for the people and by the people".

Arguments Against

1. It is true that 12 general elections have been held in India so far But the manner in which such elections are conducted leaves a lot to be desired. This has been brought to the notice of the media and the people time and again by the Election Commission, notably during the tenure of Mr. T.N. Seshan as the Chief Election Commissioner. Mass bogus voting, large-scale booth-capturing and voting in the name of caste, creed or religion are the hallmarks of elections in India. In that event, elections in India can be hardly called free and fair.



- ?. People with criminal records have often been elected to State Assemblies and Parliament. Universal adult franchise may sound good on paper, but it cannot work in an under-developed and largely illiterate country like India which requires guided democracy. Dynastic rule is another disturbing feature of Indian democracy, which goes on to show that elections in India are not free and fair.
- 6. Students in India are increasingly becoming drug addicts. Suggest three measures to fight this menace. Explain how the measures suggested by you will be effective.
- 1. The primary cause for students increasingly becoming drug addicts in India is lack of parental attention and affection. When both the husband and the wife are engaged in pursuing their respective careers and acquiring material wealth, they have little time for their children. Money and comforts are no substitute for love. Children, who have ample time at their disposal when they come back from school or college, generally take to drugs in order to pass time or to experiment. But when they become drug addicts, nothing can be done to bring them back to normalcy.
- 2. Teachers and schools and colleges have also become materialistic today. They do not act as guardians of the wards entrusted to their care. Students are often influenced by wrong and anti-social elements in and around their places of learning and succumb to the habit. As a result, they cannot concentrate on their studies.
- 3. Films and the other visual media glorify such undesirable habits as drug addiction. Those who take drugs, are often shown lost in their own world of make-believe; they hallucinate about what life ought to be, instead of coming face to face with the harsh realities of life.
- I would, theretore, suggest that the parents as well as the teachers act more responsible towards their children and

warus so that they can be weahed away instead of glorifying it; it must create an awareness among the youth about the evil effects of drug addiction. It has to be a multipronged approach towards the menace of drug addiction if it is to be controlled at this stage. Otherwise, it may be too late to handle it later.

# 7. Suppose there were no watches in the world. Give three possible consequences if such a situation arises.

If there were no watches in the world, the following consequences may arise.

1. We will all live in a state of timelessness. When it is light, it is day; when it is dark, it is night. We shall be back to such a primitive situation and will have to re-invent the hour-glass in order to mark time.

All progress will stop. Cars, trains and planes will stop taking off on schedule. As a result, there might be a number of accidents on the road, on the rail tracks and in the air, throwing life out of goar.

- 2. Children may not have to attend school for long hours, or they may not have to go to school at all. Industrial workers may have to work for long hours as there would be no system to keep time. The poor may be further exploited by the rich by being made to work for long hours.
- 3. It may be difficult for young lovers to keep their dates. They may be inordinately late or too early if they wish to meet their loved ones on a particular day. This may inconvenience their normal lifestyle as they would always be tense in anticipation of such meetings and trysts.
- 8. Suppose the Government decides to lift all the inter-state trade restrictions. Give three possible consequences if such a situation arises.
- 1. Movement of goods will be switter. Trucks and other vehicles take a long time at the various tax barriers put up by all the States when they are about to enter or leave. If restrictions on inter-State trade are removed, there would be no need for such barriers and the staff employed there whose sole purpose appears to be to harass all vehicular traffic and demand bribes on various pretexts.
- 2. Essential commodities will become cheaper because of removal of all tariffs and toll taxes imposed by individual States, thus making the life of the common man happier. The masses are bound to welcome such a step because it will enable them to get the bare necessities of life at affordable prices. This will also ensure uniformity in prices all over the country and keep inflation under check.
- 3. If the Government decides to lift all the inter-state trade restrictions, it may stand to lose only marginally in terms of revenue. But it will go a long way in earning for it the goodwill of the masses and any government that takes this bold and welcome step will be in power for a long time to come. This way, there will be stability in the country and the electorate will be saved from the spectre of mid-term elections that disrupt normal life with alarming frequency.

# **Indian National Movement**

Mr. K. K. Bhardwaj Eminent Author of History Books

### Indian National Congress—Its Origin And Growth

The Indian National Congress was bounded in 1885 as a result of the initiative and efforts of A. O. Hume, a retired British officer from Poona. Sir W. C. Bonnerjee presided over the first session of the Indian National Congress held at Bombay. "The history of the Congress is really the history of India's struggle for freedom," said Dr. Pattabhi Sitaramayya, the veteran Congress leader and one of its presidents. In fact, long before the Congress came into peng, there were several other organisations that wrested concessions from the British.

### Forerunners of the Congress

The people of India did not reconcile to the British rule. As early as 1829, Raja Ram Mohun Roy, Father of the Indian Renaissance and Nationalism, protested against the lury Act and organised a petition signed by the Hindus and Muslims. This Act had made a a clear-cut distinction between Europeans and Indians. It denied the Hindus and Muslims the right to try Europeans and Indian Christians.

In 1833, Devendranath Tagore organised the Landholders' Society and the landholders of Bengal, Assam and Bihar came together to protect their interests through this Society. In 1843, the Bengal British India Society was formed to promote the interests of the natives by peaceful means. In 1851, the Bengal Society and the Landholders' Society were merged to form the British Indian Association. It owned the Hindu Patriot, the first Indian paper. It was joined by many eminent Indians. It has been described as "pioneer in political agitation".

In Madras, the Madras Native Association was established in 1352. It submitted a petition to the British Parliament protesting against excessive taxation, demanding cheap and speedy justice, a better system of education, irrigation and public works, proposed economy in expenditure and grant of local self-government working for the welfare of people. If the Hindu Patriot was giving expression to the grievances of the people of Bengal, the Crescent did the same in Madras. The Crescent took up a crusade against the conversion of Hindus to Christianity, among other matters. In Poona, the public work was carried on by eminent persons like S. H. Chiplonkar and K. L. Nulkar through Poona Sarvajanik Sabha.

In Bombay, the Bombay Association was formed on the initiative of Jagannath Sankarsett in January 1885. It was later replaced by the Bombay Presidency Association. It was led by eminent persons like Pherozeshah Mehta, Sir Dinshaw E. Wacha, Badruddin Tyabji, K. I. Telang and others.

In December 1885, after the Annual Conference of the Theosophical Society at Adyar, 17 prominent Indians from all parts of the country met "to find ways and means of bringing together Indian politicians to inaugurate a political movement—to promote a future advance towards Swaraj". They formed themselves into a provisional committee as a potential forum for further consultations.

Prominent political leaders felt that an all-India organisation was necessary. Consequently, the India League came into being in 1875. This was soon replaced by the Indian Association, founded in 1876 by Surendranath Bannerjee, who could rightly be called Father of the Nationalist Movement in India. He was the first Indian to pass the Indian Civil Service Examination. The objects of the Indian Association included unification of the Indian people upon the basis of common political interests and aspirations, and creation of strong public opinion. It led the agitation against reduction in age requirements for competitions in England. The age was reduced to 19 years, which made it more difficult for Indians to go abroad and compete it demanded raising the age for competition a simultaneous competition to be held in India and greater association of Indians in administration. Surendranath Bannerjee toured the country and developed the movement into an all-India agitation The Association carried on agitations against the Vernacular Press Act.

### Reaction against the Ilbert Bill

The agitation carried on by the Anglo-Indians against the Ilbert Bill and its success taught a lesson to the natives. It was a lesson of struggle. Indians felt assured that the only way to get concessions from the British Government was by organising agitations. The Association took up the question of a representative government and campaigned for reform of the Councils. In December 1883, the Association held its first National Conference in Calcutta. Attended by delegates from all over the country, it was described as "the first stage towards a National Parliament". In 1884, the Association welcomed Lord Dufferin, the then Governor-General of India, and presented to him a memorandum demanding reform of Councils and extension of their rights and powers,

particularly the control of budget and the right of members to ask questions. The Second National Conference was held in Bombay in December 1885, on the eve of the Congress session. Its demands were the same as those of the Congress. These included Reform of Councils, modification of Arms Act with a view to giving Indians the right to bear arms, separation of the Judiciary from the Executive, reform of police administration, etc. The Association thus represented the political consciousness of that time. It would have become the premier political organisation of the country had the Congress not been founded at this time.

### Formation of the Congress

The initiative for the formation of the Congress was taken by Allan Octavian Hume (1829-1912) He retired from the Civil Service in 1880 and settled at Simla. In 1883, he sent a letter to the 'Graduates' of Calcutta University to serve their motherland and work for the moral, material, social and political progress of the country. He made an appeal to find 50 men who could form a union for the task. Consequently, the Indian National Union was founded. This Union was changed into the Indian National Congress in 1885.

The first session of the Congress was held in December 1885 in Bombay. It was presided over by Sir W. C. Bonnerjee. This session expressed loyalty of the Indian people towards the British Government in clear and unequivocal terms. In a way, the Indian National Congress was formed to establish close cooperation between the British administration and the Indian people, and stabilise the relations between

There are different viewpoints as to why A. O. Hume, a retired British bureaucrat, founded the Congress. The one view is that he founded it with the blessings of Lord Dufferin to save the Empire from violent overthrow. It was to act as 'His Majesty's Opposition in the House of Commons. The middle class intelligentsia was sought to be brought under it so that their agitation could be directed on constitutional lines, lest they should become revolutionary or radical. Lala Lajpat Rai and Sir W. Wedderburn held this view strongly. Hume himself considered the Congress as a "safety valve for revolutionary discontent". According to Wedderburn, the repressive legislation

# Gandhian Thought—Prayer

Me committelly a man of religion with experient also closed to gain togen when he was every to and never missed his preven militar of everyone. These daily practice did not still to every particular sect or critical and wars as agusted to critical every communial upility and southers become Kenping in view that Camphin gave uniform processes to prayer in his daily life, it is resemble the to understand his concept of prayer He should that the meaning of prayer is to involve triplity in your person and attempt to achieve plate identification with God.

Prayer," said Gandhiji, "is complete meditation and melting his the Higher Sell, though one occasionally deer lapse into exploration like thereof child to his father." He believed that lilipugh there is an eternal struggle between the powers of darkness. il light, raging in mon's breast he who has the sheet anchor of steps would not become a victim to possess of dirkness. Thus the who prays would be always at peace with himself as well as world around him.



ably to be complemed with furnities beautiful to call to sufficiently function to handless carnot involves the state of responsible to also so best interestable and responsible workstip God. More nuclei stops should be to to prayer is also not binding that minute and enough for some and one hours for the other purpose of prayer is only to make size welfare that uses like clay in the bands of potter. Canddill chief believe prayer is the very soul and assence of religion the to that it may remain walls you usual evening. Close the day prayer so that you may here a peaceful night tree man and nightmares. Do not worry about the fount. Let a and nightmares. De not worry about the forms, Let M. form, it should be such as cap put us in communion with Divine.

denying political liberties like the freedom of the press, freedom of association and local self-government, independence of the universities and police repression brought India within a measurable distance of a revolutionary outbreak and Hume intervened to save the British rule from an imminent revolution

Whatever be the reasons of Hume, there was an idea of some sort of an all-India organisation to coordinate the activities of different organisations functioning in various provinces. The Congress soon became the medium for political aspirations of the Indian people. Lord Dufterin, who had blessed the foundation of the Congress, described it as a revolutionary body. It soon became the "platform of anti-imperialism" and was described by bureaucrats as the "factory of sedition".

### Aims and Objectives of Indian **National Congress**

The Congr.ss started as an organisation of the educated middle class in India, consisting of businessmen, professional lawyers, medical men, teachers, professors, etc. In the initial stages, its main aim was to secure the right of recountment of Indians in the higher civil services under the British administration. Thus, to begin with, the Congress was just a non-political association of Indian intelligentsia who simply wanted to get some concessions from the British authorities through appeals, memoranda and petitions. During the period between 1897 and 1908, people of India became very restless on account of the oppressive and thoughtless policy of British bureaucracy in India In 1906, the Congress adopted the resolution of "self-government". The extremist movement led by Lal-Bal-Pal (Lala Lajpat Rai, Bal Gangadhar Tilak and Bipin Chandra Pal) and the Home Rule Movement of Dr. Annie Besant became very strong.

From 1919 onwards, began the Gandhi era in Congress. The Congress became a mass movement and a united platform for the struggle for independence.

### The First Phase-Era of . Cooperation

The first session of the Congress was held in Bombay in December 1885 under the presidentship of W. C. Bonnerjee. It was attended by 72 delegates which included Dadabhai Naorop, K. T. Telang, Pherozeshah Mehta, D. E. Wacha, P. Rangia Naidu, P. Ananda Charbi, M. Viraraghav Achariar, amongst professors, lawyers, editors, writers and scholars. The main demands put forward at this session included:

- (1) Retorm of Legislative Councils and acceptance of election in place of nomination as a principle to constitute them.
- (2) A simultaneous examination for the ICS to be held in India and England.
  - (3) Reduction of military expenditure.
- (4) Opposition to the annexation of Upper Burma with India.

Thus the demands were very moderate and limited. The Congress was then just a forum for the expression of minor demands of the educated community of

At the second session, attended by 434 delegates, the Congress demanded reform of Councils with 50 per cent elected and 50 per cent nominated members. They conceded ii. lirect election and the right of the Government to override the Councils. This demand was repeated at the subsequent sessions till the Councils Act of 1892 was passed. It loyally accepted the Act and, in 1893, it thanked the Government for its liberal spirit in giving effect to the Act, though it recommended some minor amendments.

The Congress went on becoming more popular year after year. The third session

held at Madras was attended by 607 delegates; the fourth and fifth sessions (at Allahabad and Bombay) by 1,248 and 1,889 delegates, respectively. However, it remained a middle class and loyalist organisation. In 1895, Surendranath Bannerjee called it an organisation of "educated community". Presiding over the Congress in 1892, Pherozeshah Mehta said that the Congress was not the "voice of the masses" but that it was the duty of the "educated compatriots" to interpret their demands. In 1886, Dadabhai Naoroji assessed the loyalty of the Congress to the British in the following words: "We are loval to the backbone." He appealed to the Government not to drive the Congress into opposition. Ananda Mohan Bose, President of the Congress in 1898 said that the educated classes of India "are the friends and not the foes of England-her natural and necessary allies in the great work that hes before her." The Congress thus did not represent masses, nor had it the representatives of the peasants, the workers and the common masses. Its demands were limited to demanding the greater association of educated Indians in the Councils and services. It was, by and large, an organisation of newly arising middle class in the Indian society which consisted of enterprising industrialists, progressive businessmen, and aspiring intellectuals like professors, lawyers and doctors.

It may be further pointed out that the Indian National Congress predominantly a Hindu organisation, even though the sixth session was attended by 156 Muslims out of 702 delegates (22 per cent), as compared to two Muslims in the first session and 33 in the second. The nature of its demands could not and, did not, attract Muslims who were backward in education at that time. The first phase of the Congress ended with the passage of the Act of 1892 and its loyal acceptance by the Congress.

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# Facing The Interview Board

(Right Approach)

Miss Rita Pant is a post-graduate in Political Science from Allahabad University. She had graduated from Calcutta University in the same subject. She did her high school and higher secondary studies in one of the leading convents in Delhi. She can be rated as above average in her studies as she obtained second divisions in her B.A. and M.A. She is currently teaching Political Science and History to the Degree classes in one of the women's colleges in Lucknow. She belongs to a middle-income group family, which originally hailed from Madhya Pradesh. Her father, who began his career as junior Engineer in the U.P. State Electricity Board, joined a private sector firm subsequently where he has now risen to the position of a senior executive. Rita's hobbies are Hindustani vocal music, tailoring and embroidery. She plays badminton and tennis, knows cycling and is fairly good at summing. She is attractive and charming, cheerful and friendly; others are drawn to spontaneously. We see her enthusiastically chit-chatting with a small group of fellow candidates in the waiting room of the IAS interview centre. Besides Rita, the group comprises Shilpa Roy, another lady candidate, Prem Bhatia and John Peter, two male candidates.

Peter: Miss Rita, you said that one can scientifically and systematically prepare oneself for this personality test. Can you please tell us how exactly you have prepared yourself?

Rita (With a smile): First, I prepared myself for the possible questions that could crop up in the interview, like my educational background, extra-curricular activities, nature of my present job, why I wish to switch over to IAS, etc. I also gave a quick run-through to my optional subjects-Political Science and History. I drew up a list of expected questions and thought of convincing explanations for the same I also consulted some seniors, who have been successful in the IAS in recent past. I also had practice interview sessions with the head of my department in the college and with my father at home. In addition, I have been regularly going through the observations of the IAS toppers and the model 'live' interviews appearing each month in Competition Success Review. Finally, of course, I have been reading publications like Time, India Today, Yojana, NCERT books, NBT publications, India Year Book and Five-



Year Plan document, bosides the daily newspapers.

Shilpa: How can one find the time to read so much?

Rita (Smiling again): Well, for one thing, I have developed the reading habit from my school days. All it means is self-discipline and adhering to a strict schedule drawn up by yourself. You have to decide

Communication is an art in itself and the best way one can communicate oneself is when one seeks to master a particular subject or a whole range of subjects that are relevant for the interview. The way one communicates also speaks volumes for the confidence one has built over the years. The successful communicator is one who is sure of himself and the wealth of ideas of which he is the master.

on your priorities and spend your time accordingly. The college authorities also were kind and helpful by granting me a month's leave and allowing me to use the college library and reading room freely.

Bhatia: Do you think, Miss Rita, that the first impression counts more than anything else in the personality test or interview?

Rita: I dare say, it helps. But that alone will not suffice. However, a definite negative first impact, especially in key personality traits like honesty, cooperation, adaptability, etc., may possess other merits like high intelligence, power of expression, decisiveness, and so on.

Peter: I agree, honesty is a key factor. But how can the Board find out whether a candidate is honest or not? They cannot ask direct questions and get direct, small I say, 'honest' answers. (He laughs and others join him )

Rita: You are perfectly right, Mr. Peter. The Board will not, and does not, ask direct questions to find out the personality traits of the candidate in any sphere, whether it relates to character or other leadership factors. But such personality attributes are gauged and deduced from the answers given by the candidate and the attitude displayed by him during the interview. For example, if the Board observes that the information furnished by a candidate about his hobbies and interests is incorrect in the context of the answers given by him during the interview, it would doubt his honesty. Honesty does not imply only not stealing, but also extends to truthfulness, sincerity, etc. Similarly, if a candidate repeatedly bluffs, instead of truthfully pleading his ignorance in certain matters, it could be construed as dishonesty. In the same way, the social, dynamic and leadership qualities can be perceived and evaluated from his answers during the interview.

Bhatia: Thank you, Miss Rita. Your clarifications are apt and very useful. I can see they are now summoning you for the interview. We all wish you the very best.

Rita: Thank you and wish the same to you all. (She takes leave of her friends After observing the etiquette and obtaining permission, she enters the internew room and gracefully walks towards the Chairperson and Members seated behind an oval desk.)

### The Interview

Rita (Standing near the chair meant for the candidate and smiling cheerfully): Good morning to you, Madam, and good morning to you all, Sirs.

Chairperson: Good morning, Miss Rita. Please do sit down and relax. Let me first introduce myself and the other Board members to you, before we briefly go through your biodata.

Rita: Thank you, Madam (She takes her seat and remains attentive, slightly bowing to each Board Member who is being introduced to her by the Chairperson.)

Comments: This cheerful candidate is keen, enthusiatic and energetic. She is intelligent, reveals ideas and !ackles issues with imagination and resourcefulness. She can perceive the essentials of a problem with speed and accuracy, and come out with workable solutions with practical bearing.

### WINNING STRATEGY

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She has taken lur interview in all earnestness and made preparations in a systematic and sustained manner. Thus, she faces the Board with confidence and conviction. She enjoys a good grasp and proves successful in convincing and carrying her audience with her. Her conclusion that honesty is prootal to all personality attributes is very relevant and realistic.

Chairperson: We find your biodata that you are now in the teaching profession, which is noble, respected, full of scope for the future and also well-paid these days. Could you, therefore, tell us why you wish to switch over to the IAS, which many regard as hazardous and very demanding?

Rita (Smiling): I want to choose a challenging and exciting career with full scope to render selfless service to the maximum number of people. I entirely agree with you that IAS is a hazardous as well as challenging and demanding job. I would like to take on this challenge and prove successful.

Chairperson: Why do you feel that the IAS is hazardous and demanding?

Rita (Smiling again): An IAS officer has to satisfy the people, who are his customers, or clients, and also please the politicians, both in power and out of it, as they are the bosses. I presume nothing could be more hazardous and demanding.

Chairperson: You also stated that your ambition is to render selfless service to the maximum number of people. Can you explain how IAS would enable you to realise this goal?

Rita: An IAS officer is brought in direct contact with the people, say, in an entire division or district. For example, a collector is responsible for the total well-being of all the people of the district. He has to implement successfully the various social, economic and other developmental programmes. He has to cope with natural calamities like floods, droughts, etc., and minimise their hardships. Averting communal clashes, linguistic riots, caste conflicts and the like is also his responsibility. As one gains experience and assumes greater responsibility like the office of the Chief Secretary of a State or Secretary of a Ministry at the Centre, he will be required to look after the welfare and interests of all the people in the country, as a whole.

Comments: The Chairperson begins the interview by referring to the information the candidate has given in her biodata, primarily to put the candidate at ease and establish good rapport prior to the interview proper. Simultaneously the andidate is also probed as to why she prefers the IAS to her present teaching job. We find the candidate giving very convincing as well as impressive reasons for her choice. She is alert and makes use of certain observations ... unde by the Chairperson to clinch the issue in her favour. She explains with clarity and brevity, in a logical and rational manner, how her goal of serving the maximum number to the maximum extent could be accomplished if she were to be selected to the IAS. We also notice that she is ready to face challenges boldly and accept new responsibilities with optimism and resoluteness. She has been successful in conveying tactfully, but firmly, her keenness and resolve to make it to the IAS.

First Member: Do you favour the delinking of degrees from jobs? What main benefits are expected from this proposal?

Rita: So long as we have screening tests and written tests to ensure the required

### IAS TOPPER SAYS



n the D-day, repress bright blue assetutil day with clouds looming on the herizon.

a dult day with clouds tooming on the horizon. On meeting the reception: I filled the tew forms needed and was then allotted a table number. Initially I was very approximate any personnel and personnel into a conveniation with them. My interview was scheduled to be held at 1-O' clock in the afternoon, but was eventually called at about 4 P.M.

On entering the room, my first reaction was of immense relief that the waiting was over. The Chairman greeted me in a friendly manner which I resignocated and was then asked to sit downs immediately, the Chairman solved me questions on a wide variety of subjects which included whe difference between a mailing pot and a meaning are included - the difference between a making pot and a motate, and should india opt for the Presidential form of porterment. Then, the naki member began to sak me questions but his vary first question brought a smile to my face, for he presumed that my area of specialisation was Engineering, while the subject I had chosen was international Politics. I corrected him with a smile, which also prompted applies in everybody else's faces. In the end, the Chairman asked me which question was I expecting to be asked but was not asked. When I mentioned indic-US relations, I was asked to speak on it. With that, my interview ended and I came out of the room confident that it had gone well.

—Ms. Harjot Kaur Bankark, IAS

standards in knowledge and comprehension, I feel the delinking of degrees from jobs should be all right. Already candidates who have done professional courses like engineering, medicine, etc., are allowed to appear for the IAS though such professional courses differ considerably from the regular university degree in their coverage. In any case, what we are interested in is the candidate's knowledge and grasp, and not his degrees. One's knowledge and understanding in various fields of knowledge as presented in the syllabus can be tested in the objective tests in the first instance before one is allowed to take further written and other tests.

Comments: The candidate enjoys good grasp and reveals the ability to present her case in a rational and convincing manner. Her arguments are logical and persuasive. She is not doginatic or rigid, but considers each issue on merit. Her answers indicate a positive attitude emanating from extensive knowledge, in-depth study and an analytical approach. She has the courage to express her original views without fear or favour. She can make up her mind firmly and speedily, and her judgement is sound. She can take reasonable risks and take a plunge where the situation demands such action

Second Member: When India is referred to as a 'secular' state, what does it imply? Should a secular state have only one religion or more than one religion or no religion at all?

Rita: The Preamble to our Constitution, as it stands amended by the 42nd Amendment, states that the people of India, have solemnly resolved to constitute India into a Sovereign, Socialist, Secular Democratic Republic. The Fundamental Rights ensh med in our Constitution guarantee freedom of conscience, freedom to profess, practise and propagate one's

religion and also the freedom to establish religious institutions and manage or administer their affairs. It prohibits discrimination on grounds of religion and guarantees legal and social equality to all the citizens providing for equality before the law and equal protection of laws, prohibits discrimination with regard to place of public importance and providing for equal opportunity in matters of public employment. The Constitution also guarantees religious minorities the right to establish and administer educational institutions of their choice and to conserve their script, language and culture. Thus, our secular concept is founded on freedom, equality and tolerance in the field of religion-The essence of secularism is that the state is non-partisan in its relations to citizens no matter to which religion they belong.

Third Member: The Hindus, Muslims, Christians and other communities in India have different sets of personal laws in regard to marriage, divorce, property rights, succession, etc. Don't you think this amounts to discrimination?

Rita: Sir, there is no discrimination among Hindus, among Muslims of Christians, as they are entitled to be governed by their own personal laws in these areas under the Fundamental Right providing for freedom of conscience and worship. What is more, one has the freedom to change over to any religious faith at any time. Further, at the time of marriage a couple may voluntarily decide to abide by the general law instead of their owr personal law. Viewed from this angle, there is no discrimination by the State. The choice is left to the individuals. However, I agree with you that this is a moot point and others

(Continued on page 118

# Be Tolerant

It is common to indulge in activities which we do not tolerate in others. What we dislike in others, we enjoy doing it ourselves. The motto, "Do unto others as you would like others to do to you", is rarely practised. A leader has to understand this basic human lendency, nature or weakness.

Take a simple example. When the other person talks about his own exploits, you get bored. You say that he is blowing his own trumpet. But don't you want to talk about your own exploits? People do not want themselves to be criticised or found fault with. But they criticise others and enjoy doing it.

The general rule is that no one wants to be blamed, criticised or found fault with. If you criticise or blame them, they go out of the way to defend themselves. The greater your argument, the stronger your evidence, the more adamant they prove to be. If you want to be a leader, try and behave the other way and see what happens. Suppose someone blames you for something and you were to agree with him, what happens then? You will find that the wind has been taken out of his sails. Your agreeing with him will bowl him over completely. He would have come prepared for a real showdown and a tough fight. But you have taken him by surprise. Your ready agreement will completely disarm him. He may even get confused and start doubting his own conclusions. You do not defend yourself as he was expecting you to do. You are not even offering any excuses. You admit that you are in the wrong. This would induce the other individual to have more respect for you.

I guess I was speeding, I am really sorry," adouts the driver, and the traffic policeman, expecting a stout denial, finds himself unable to believe his own ears. The result? He lets the offender off with a warning instead of fining him or asking him to appear before the court. You can guess what would happen if the speeding motorist tried to defend himself. No matter what excuse or explanation he would have given, the traffic constable would not have listened to him. It would have ended up in a bitter argument and the traffic policeman would have dragged the offender to the court.

### Feeling of superiority

Often people find fault with you in order to get the feeling of superiority. If you happen to be on the wrong side and you admit the fact without fuss, they will get the feeling of superiority and, at the same time, they will also respect you and like you. If you know that you are going to be blamed anyhow, why not blame yourself and listen to some self-criticism instead of being

# IMPROVE YOUR PERSONALITY

criticised by others? Say about yourself all the damaging things which you know the other person is contemplating to say about you, and say them before he has a chance to utter them. You will find that this approach takes the force out of his argument. In 99 cases out of 100, you will find that the other person, instead of criticising you, takes a generous attitude. He will forgive you for your mistake and, instead of exaggerating it, he will belittle it. Therefore, when you are wrong, be honest to yourself and learn to admit your mistakes.

According to the great railroad magnet, James J. Hill, "The man who has not made mistakes is either a fool or a coward." A fool will not know that he is committing mistakes. He cannot distinguish between right or wrong. Therefore, the question of a fool realising his own mistakes does not arise. Similarly, a coward will always be cautious. He will never take the lead. He will never have the courage to take a plunge. He will wait for the others to take the lead. Since he would be only a follower, the question of his committing mistakes also will be rare.

Therefore, an individual, who wants to take bold actions, may make a mistake now and then. A wise man should only be careful to learn from his mistakes. Since a bold individual, who displays initiative, is not debarred from making mistakes, there is no harm in admitting your mistakes when you know that you have made one. It is only the small people who hesitate to admit their mistakes.

Abraham Lincoln was well known for his readiness to admit his mistakes. Once the Commander of the Union Forces, General Grand, disobeyed Lincoln's specific orders, but the General won the battle and proved successful. Lincoln, President of the United States, wrote a letter to his General, not to take him to task for his insubordination, but to openly admit that the General had been right and that he himself was wrong. You will find the man who insists that he is always right, to be of the most unpopular type. He will be dead set on convincing everyone that he has been absolutely right; he can never be wrong. He will always argue and defend himself.

Suppose you are not in the wrong, but the other person unnecessarily blames you, are you then supposed to admit that you are in the wrong, just to please him or give him the satisfaction or the feeling of importance? Certainly not. You should admit your mistake only when you know that you have committed one. You admit your wrong without any arguments provided you are in the wrong. In case you are not in the wrong and you know for certain that the other individual is blaming you under some misapprehension, then you already know what to do.

### Let him save his face

All you have to do in this case is to agree with him that he might be right, but at the same time inform him that you have some nagging doubts. Therefore, request him to verify the facts. Help him, then, to discover the facts. Let him find out that he has been wrongly blaming you. But do not expect that he should admit his mistake. Allow him to save his face. If the other person is in the wrong, do not take it upon yourself to prove that he is in the wrong. Let him discover the fact himself.

But when you are in the wrong, make no bones about it. Just admit that fact straightaway. While practising this technique, you must bear in mind not to belittle yourself unnecessarily.

Just like admitting mistakes, you should also learn to laugh at yourself, to take a joke on yourself and laugh it off in good humour. When you laugh at yourself once in a while, you will be putting others at ease. It will show that you are not trying to be perfect. It will make you appear human and normal in the eyes of others. You should never attempt to be aloof. You should not stand on a high pedestal. You should not consider yourself to be above blame On the other hand, you should get off your high horse. You must be one among the many. You should move freely with your friends You should be human, and you should be warrn and normal. You should not claim to be a know-all.

To become a leader, therefore, is to study human nature. Learn what people want the most. Observe what everybody wants. Try to be different. Do not be one among the many. Be different, but do not show it to others; learn to play the reverse role. When , ou want to feel important, just give importance. When you want to get something, start offering something else first. It is not what the other person can do for you, but what you can do for him that binds him to you. Never criticise the other individual. Never try to find fault. But when you are in the wrong, do not wait for someone else to point it out; be the first one to admit it and see how the magic works. You will find, instead of yourself, the other person arguing your case. You will find the result to be magical and your leadership proving to be successful.

# Who...What...When...Where...Why

### You Ask The Question — We Will Find The Answer

What is Raman Effect?

–S.D. Singh Chand, Chennai (Tamil Nadu) Raman Effect is a type of inelastic scattering of light and ultraviolet radiation discovered in 1928 by the Indian scientist Sir Chandrasekhara Venkataraman (1888-1970), Nobel Prize winner for Physics, 1930. If a beam of monochromatic light is passed through a transparent substance, some of the radiation will be scattered. Although most of the scattered radiation will be the same as the incident frequency, some will have frequencies above (anti-stokes radiation) and below (stokes radiation) that of the incident beam. This effect is known as Raman Scattering and is due to inelastic collisions between protons and molecules, leading to changes in the vibrational and rotational energy levels of molecules.

What is Bermuda Triangle?

—Swati Saraf, Baranagar (Madhya Pradesh) The triangular sea area between Bermuda, Florida and Puerto

Rico is called the Bermuda Triangle where the currents are very strong. The area gained notoriety in the 1960s on account of the mysterious disappearance of numerous ships and aircraft without any trace of wreckage.

• Who invented the typewriter? -S. Vasandra Devi, Namakkal (Tamil Nadu) The typewriter was invented by Mitterhofer of Austria in 1864.

 What are galaxies and Milky Way?

> –S. Suneel Kumar, Adoni (Andhra Pradesh)

Galaxies are systems of very many stars separated from one another by large empty space sometimes galaxies are called sland universes). In the eighteenth century, William Herschel concluded that many cloud patches of light seen among the stars were actually giant systems of billions of stars, but so far away from Earth as to look like clouds. The advent of improved telescopes proved himright in the early eventieth century, and these far-off great masses of stars became known as galaxies. There are two types of galaxies-spiral and elliptical, although some galaxies are neither (irregular).

Milky Way pertains to that galaxy to which the Sun and Earth belong. If one is lucky enough, one can see it on a clear night skya faint band crossing the sky.

 At a public meeting held in Tamil Nadu, the Prime Minister said that there are 19 languages recognised by the Constitution of India. What is the 19th language added to the list of recognised anguages in the Eighth Schedule?

–K. Raghu, Nizamahad (Andhra Pradesh) The Constitution of India recognises 18 major languages which are specified in the Eighth Schedule to the Constitution. These are: Assamese, Bengali, Gujarati, Hindi. Kannada, Kashmiri, Konkani, Malayalam, Manipuri, Marathi, Nepali, Oriya, Punjabi, Sanskrit, Sindhi, Tamil, Telugu and Urdu. English, the associate language, is the 19th language.

 What is the West Indies? Is it a country or group of countries?

-Paul Victor, Gulbarga (Karnataka) The West Indies is a chain of islands extending from Florida to the North Coast of South America, separating the Gulf of Mexico and the Caribbean Sea from the Atlantic Ocean. An alternative name (excluding the Bahamas) is the Antilles. The West Indies comprises three main groups: the Bahamas to the north east of Cuba and Hispaniola; the Creater Antilles (Cuba-the largest island in the West Indies, Hispaniola, Jamaica and Puerto Rico); and the Lesser Antilles (Leeward and Windward Islands, Trinidad and Tobago and Barbados), together with the Netherlands Antilles and other islands off the Venezuelan coast.

What is blue blood?

–Krantdarshi R. Mahajan, Amravati (Maharashtra) The expression "blue blood"

refers to high or noble birth or descent; it is derived from the Spanish sangre azul. The veins of the pure-blooded Spanish aristocrat, whose race had suffered no Moorish admixture, were believed to be more blue than those of mixed ancestry.

• What is the difference hetween Centigrade and Celsius? ---G.R. Dumre, Indore (Madhya Pradesh)

Celsius scale is a temperature scale in which the fixed points are the temperatures at standard pressure of ice in equilibirum with water (0 degree C) and water in equilibrium with steam (100 degrees C). The scale between these two temperatures is divided in 100 degrees. The scale was formerly known as the Centigrade scale; the name was officially changed in 1948 to avoid confusion with a hundredth part of a grade. Celsius scale is named after the Swedish astronomer Andres Celsius (1701-1744), who devised the inverted form of this scale (ice point 100 degrees and steam point 0 degree) in 1742.

• Where and when did boxing begin?

–Rajinder Singh, Amritsar

It seems boxing had its beginnings in early Greece. A Greek mural, dating back to 1520 BC and depicting fighters wearing gloves, was discovered on the island of Thera. The early Greek fighters received no pay, only the glory of victory. They wore thongs of soft leather bound about the fists and often two-thirds of the way up their forearms for additional protection. Boxing was first introduced into the Olympic Games in 688 BC. Size, strength and skills were the only qualifications for early pugilists. With the passage of time, wealthy men trained their slaves as boxers and forced them to wear & gloves studded with iron or brass nuggets to bludgeon to death their rivals. The crude sport declined with the decline of the Roman

Boxing with a strict code of prize-fighting rules emerged only in the eighteenth century.

W Hose is the Garman sprint worker Gerhard Fischer associated with India?"

—Rabul Dev. Luckness (little Present)
People in general are ignorant about the nature and spread of leprony and this ignorance; compounded by fear, has made them shun the leprony-afflicted, driving them into secluded settlements. The incidence of leprosy in India and elsewhere has come thoses, thanks to better treatment. Few are those who have taken care of this neglected chamminity of leprosy afflicted and one such soul has been the Cennan social worker. Dr. Gerhard Richer, recipient of the Gandhi Pasca Prize for 1997. The prize was instituted

on the 125th beth

sontversory to Mahama Gandhi Dr. Phicher has spent has spent six months every feer. stretching fro 1985, to provide telief to leprosy



petients in India, His: being taken care of in institutions set up by him in different parts of India. When society kept them at bay, here was a Semantian, taking cue from such great avuls as Father Damien, Mahatma Gandhi and the like, who gave the afflicted both work and dignity. Cut off from the mainstream, the patients knotted carpets, wove cloth and tended cattle, earning honest bread without stretching a bowl for aims. Dr. Fischer holds lectures in Germany and thus collects money for his projects. Dr. Pischer was a career diplomat till his cottemp and his various postings included among others, a tenure as German Ambassador to Switzerland and Consul-General in Chennal.

EDITED BY VIMLA PATIL

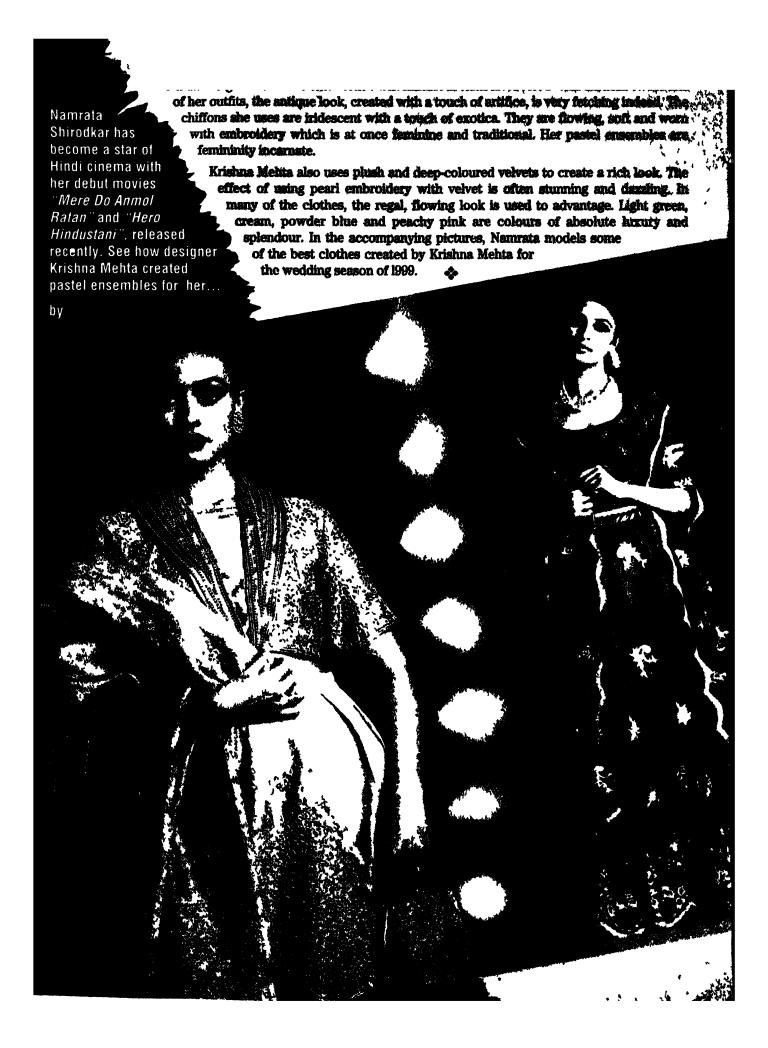
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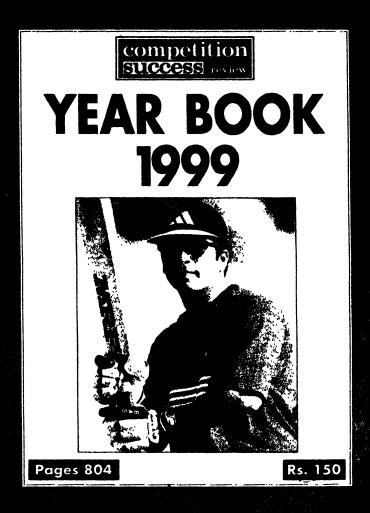
Making has common considerates collection of substitutions of the form of the first party of the first party

ichengas and sarees is imbued with eye-catching traditional touches and is created in peach, pistachio, mint, sky blue and lavender colours, and then embellished with smartly embroidered borders or necklines and sleeves. In other cases, she uses gold or silver tissue encrusted with intricate gold zardosi. In her moulded silver collection, she uses soft chiffons, georgette crepes and satin in delicate shades of pinks, mauves with gold and silver embroidery all over

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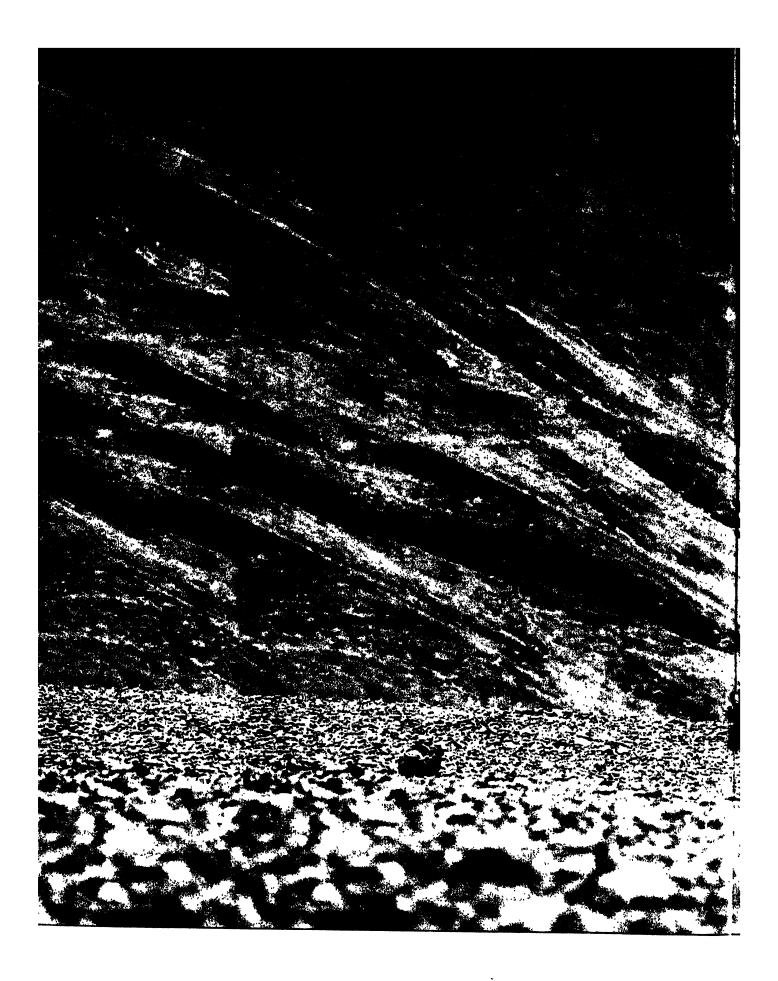
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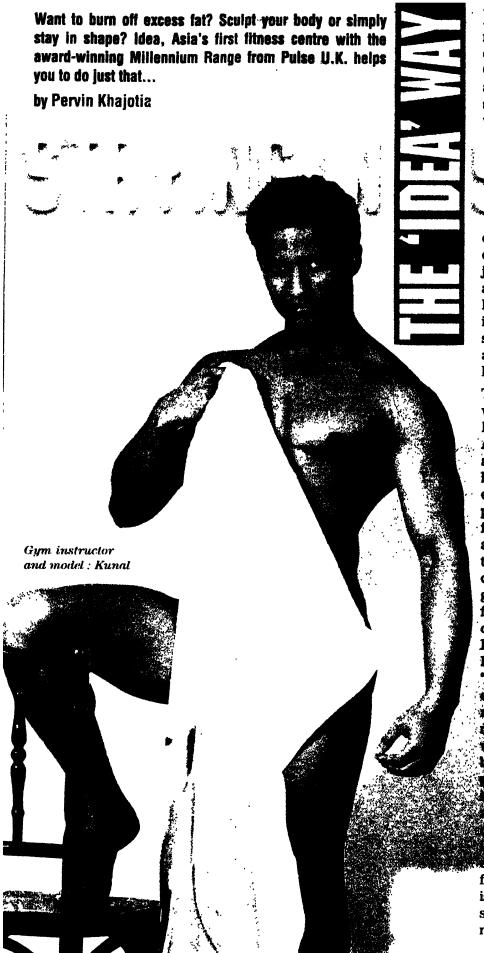
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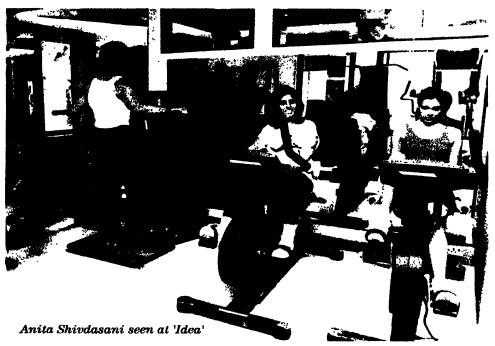
You weren't born in a crowd. Why go along with it?



IDEA is a state-of-the-art gymnasium in suburban Mumbai and offers you total body care. Qualified instructors ensure that all activity is performed correctly so as to prevent sports injuries which are common during

exercise. The emphasis is always on safety. No damage is done to joints, tendons, muscles and other areas prone to exercise damage. Feeling good from within is important. You have to be satisfied with the way you look and feel. This is the motto of the Ideas fitness centre.

The concept of Idea originated when Anita Shivdasani and Sunita Kapoor, wife of film superstar Anil Kapoor. both advocates of fitness, started looking for gym facilities for every day workouts. The lack of proper equipment, wrong flooring, inadequate ventilation and damage after exercise due to the lack of guidance led them to open Idea at Juhu, Mumbai. The gym is famous today and frequented by a stream of celebrities like Zeenat Aman, Poonam Dhillon, Tabu, Dimple Kapadia and daughter Twinkle. "Idea does not cater only to the clite," says Anita, "We also target all those who are aware of the need to be fit. There are people who believe that prevention is better than cure. In a highly **politited city like Mumbai, where** difficult to breathe fresh air. Idea. eco-fresh air an **ioned** environment with an **Fir-circulating** system **continuous** streams of shother unique concept tind of flooring. The wooden flooring is SUSE the ground, with



an air cushion and has rubberised foam which absorbs any shock and impact to the body.

"Aerobics classes are run on the hour throughout the day and the main fitness director is Banoo Batlibhoy. The right breathing techniques taught here, help clients to relax. After using the cardiovascular equipment and other gym facilities, yoga and its soothing effect are recommended. Classes are conducted three times a day in Yoga for achieving body flexibility.

"Additional facilities such as a steam room, chilled

showers, massages, facials and consultation facilities with a nutritionist and a juice bar with health food centre serving ready-to-eat salads etc. are available. Nutritionist Shobha Rajgopal comes in thrice a week to monitor the weight loss programme clients. Two varieties of health foods – low calorie and no fat – are available. A client's height and weight dictate his or her weight loss programme."

"Almost all women need to use weights," Anita continues, "Women are misled by the myth that weight

training makes them muscular and leads to a loss of femininity. The results are quite the contrary. Weight training accentuates their femininity and helps a woman to firm up her bosom, enhance her power, tone and sculpt her body. Strength training helps build bone density, preventing bones from brittleness. Since women have most of their body fat around the abdomen, hips and thighs, they need to train on a programme different from that of men."

The Pulse Range at Idea includes fitness equipment to target every part of the human physique. It consists of cardiovascular equipment, treadmills, steppers and a recumbent bike, as well as resistance machines. Upper body conditioners, Smith's machines, thigh adductors and five station multigyms are available for use. Radio personalities Shernaz Dinshaw and Anish Trivedi frequent the gym regularly. As Anish sums up, "I lost 5 kgs., got rid of all body fat. I have never felt as healthy as I do today."



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# How To Make Successful Decisions

**Alison Hardingham** 

Eminent Educational and Occupational Psychologist and Family Therapist

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### EXPENSIVE DECISIONS : TAKING PROFESSIONAL ADVICE

Try to avoid an open-ended commitment. In particular, try to avoid any arrangement of the form 'We'll meet until the problem is solved/you have what you need/there's no further reason to meet.' Tell your adviser what you want to achieve, and ask him to give you an estimate of how long it will take to achieve it. Here are some examples of objectives to aim for with a professional adviser, to give an idea of the form they should take.

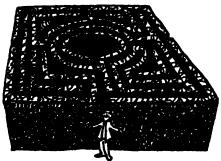
- 1. To find out what qualifications I need to become a chartered accountant.
- To establish what would be involved in going into business in partnership with my brother
- To establish the cost of building an extension to my house.
- 4. To draw up my will.
- To arrange care, custody and control of the children between my exhusband and myself.
- To stop feeling angry with my brother and his wife.

### Whose advice?

It is fair to say that whatever kind of decision you need professional advice for, there is someone somewhere qualified to give it. Often it is easy to identify the kind of professional you want. For financial decisions, you need an accountant; for decisions with legal implications, a solicitor; for medical problems, a doctor, and so on.

Occasionally you know you need professional advice, but do not know what would be the appropriate profession. The Citizens' Advice Bureau may then be able to identify an appropriate professional for you, or friends may have had experience of looking for advice in that area.

Once you have identified the type of professional you need, you face the much more difficult task of selecting one in particular. If you have identified a clear requirement for professional advice and analysed carefully what you need it for, then buy the best advice you can afford. It may not always be the most expensive, but it is unlikely to be the cheapest.



Be careful, however, not to fall into the trap of thinking that just because someone's advice is expensive it must be good. Some advisers can charge highly because they are well-known and established. They may no longer be applying themselves energetically to solving problems. Others may be providing good advice to most people, but for a reason particular to your situation they give you poor advice. An expensive accountant used to dealing with large companies may be poorly informed and badly motivated when asked to consider the tax problems of a small company with a low turnover.

When you think of the money you spend on things which are of trivial significance in your life, it puts into perspective the amounts of money you spend on good quality advice, which can affect fundamental decisions. The extra insight that a single professional consultation can provide into an important decision is often critical to the quality of that decision.

Make a list of all the people whose advice you have paid for. For each one, mark whether you now consider it to have been money well spent. If you have wasted good money on professional advice, perhaps it was because you did not prepare for it in the way I suggested above. But it may have been because the advice you were given was poor. As we have discussed, paying money does not guarantee its value.

### Finding the best adviser

There are several steps you can take which, whilst not guaranteeing that you will

find the best adviser, will ensure that the adviser you choose is at least competent.

- 1. If there is a relevant society, trade association, or other licensing body for the kind of professional you are seeking to employ, consider only people who are on their list. Not only does this usually ensure a minimum level of competence, but it also often provides a means for obtaining redress if things go wrong.
- 2. If any of your triends, family or acquaintance have used professional advice of the kind you need, or know about professional advisers in the relevant area, ask them to recommend one, or better, a few. Personal recommendation by someone you know and trust is by far the best guide. I chose my accountant, my solicitor and the architect who designed my house on that basis. In any case, ask your family and friends about their experiences, and use them to become more knowledgeable about what you can realistically expect from professionals of that kind.
- 3. Once you have made a preliminary choice, try to contact one or two people who have used this person. Professionals should not mind your asking them to provide the names of a couple of previous clients as references. If they cannot or will not do so, that is in itself a danger sign. Of course, professionals such as solicitors and doctors cannot disclose the names of their clients. Then you will have to rely on your own detective work.
- 4. Try to find out what kind of work the person or people you have chosen specialise in professionally. They will tend to do that best, and also more quickly and hence more cheaply.
- 5. Some professionals, such as some accountants and solicitors, will let a new client 'sample' a small amount of their advice free. If you have the opportunity and time to take advantage of this, 'sample' two or three possibles and compare them. Take a limited aspect of your decision to each, the same aspect to each for purposes of comparison, and discover what kind of

advice each offer... Things to watch out for

- How comfortable do you feel talking to this person? It is no good employing someone to advise you if their very presence gives you extra problems. You should feel confident in his ability but not intumidated, relaxed but not careless. You should find him pleasant and reasonably likeable, but not so attractive that that is likely to become more important than the quality of his advice.
- How quickly and how thoroughly does he grasp what you are saying? It will save you time and money if you and he are on similar wavelengths, and if he is a good listener.
- How easy do you find it to understand him? Without prompting, he should use concepts and terminology which are comprehensible to you. The vast majority of useful advice can be given in the language of the reasonably intelligent layman.

Never forget that all these people want your custom. Just as much as someone who is selling you a car or a house, they are the ones who should convince you they have something worth selling

# Handling the consultations

The key thing to remember when taking professional advice is that you are in charge. It is very tempting to sink into, for example, the solicitor's comfortable chair and let him make the decisions, but you cannot afford to, literally or metaphorically. For every hour you spend with your professional adviser, you should spend several hours of your own time, preparing for the consultation, considering the implications of the advice he has given you, working out what to do next. His time is expensive, yours is tree Not only that, you are the one who has the complete picture and the motivation really to apply yourself to making a good decision. However good your adviser is, you are to him at the end of the day just another client. If you go to the consultations with positive and responsible frame of mind, you are already most of the way towards ensuring you make the best use of them

Here are some further practical ways of handling the consultations

- 1. Make out an agenda. You will probably not write this agenda down formally, but it is up to you to make sure both you and your adviser know what the meeting or telephone call is for and can recognise when the objectives have been met
- 2. Take notes. Not only is this important for all the obvious reasons, but it preserves the right balance between you and your adviser. It demonstrates that you are taking the consultation seriously. Nothing is worse than being left simply waiting while your adviser makes his own notes or aeswers an incoming telephone call. (Make sure, by the way, that you are not charged for any time he spends answering the phone while you are there.)

- 3. Use every minutes constructively. Don't spend time in social chat, other than what is necessary to preserve a reasonably friendly atmosphere. You should be as charming as you can, since even professional advisers work better for people they like, but you should be charming in a time-efficient way. Witty asides are infinitely preferable to lengthy anecdotes.
- 4. Without being aggressive or unpleasant, take any opportunity you can to make it clear that it is you who are paying for the consultation. You may say, for example, 'I wonder if it would be better if I wrote the first draft of this letter since it might be rather expensive if you do the whole thing.' Never give the impression that money is no object, or your adviser will find it hard to resist the temptation to spend yours freely. Discuss terms of payment calmly and openly. Leave nothing to do with the financial contract between you ambiguous.
- 5. Take any opportunity you can to thank your adviser explicitly for a particularly useful piece of information or insight. Everyone works better when they are appreciated. Also, providing you thank you adviser in a thoughtful appraising way rather than in a patronising or ingratiating way you will again be giving him the fundamental message that you are in charge.
- 6. At the moment you realise you have lost your grasp of what he is saying to you, ask him to explain. Often we are in some distress or agitation when we are taking professional advice. It can be easy to let our thoughts wander, and fail to follow a line of reasoning or explanation which our adviser is pursuing. It is vital then that we ask him to repeat what he has said, so that we are never agreeing to things we did not fully understand, or fumbling along, hoping everything will come clear eventually. To use our advisers effectively, we must keep abreast of them.
- 7. Be firm with yourself about sticking to questions the professional can uniquely answer when you are with him. You cannot expect your accountant to tell you how much it will prey on your mind if you don't declare some of your income. So don't waste time, and therefore money, discussing that with him.

# Some consultation patterns to avoid

There are some unhelpful patterns it is easy to slip into when taking advice from an expert. The patterns I shall describe have in common that they reduce the amount of information you obtain from your adviser and in addition militate against your making the best use of the information you do obtain. These patterns exert their harmful effects by inbalancing the relationship between you and your professional adviser and by emphasising his skill to the detriment of your own

Pattern One. The Genius and the Fool. Advisers encourage this pattern by indulging in unnecessarily complex arguments and explanation, by using long words in preference to short ones, and by drawing attention to their qualifications. A particular danger sign is any insistence on

their part on being addressed by a title such as Doctor or Professor. As seekers of advice, we encourage this pattern by beginning a consultation with 'Of course I don't know anything about this', by looking puzzled but never asking any questions, and by having nothing to say at the end of the consultation.

Pattern Two: Mother and Child. Advisers encourage this pattern by calling you 'dear', by making you a cup of tea, and by conveying to you in words and gestures that everything will turn out all right in the end. Advisers like this are particularly pernicious because they can feel so reassuring. However, by encouraging you to rely on them completely they are actually behaving very dangerously. We encourage the pattern when we become over-emotional during consultations, when we tell the adviser a lot of irrelevant detail about our personal lives, and when we arrange frequent consultations at regular intervals.

Pattern Three: The Knight and the Damsel. As is immediately obvious, this pattern only applies when a woman is seeking advice from a man. Male advisers encourage it by becoming angry on behalf of their client, by being over-solicitous about their client's health, finances and situation, and by asking their client out to dinner. Women clients encourage it by overdressing for consultations, by behaving in an inappropriately feminine manner (this is not to be confused with using a bit of female charm), and by accepting advice passively. Adviser/client relationships based on this pattern may lead to many things but are unlikely to assist the client in effective decision-making.

Pattern Four: The Rock and the drowning Man. We have already discussed how difficult it is to live with the uncertainty which surrounds an important decision. In situations of uncertainty and stress, it is tempting to try and identify something or somebody as utterly reliable and safe. A professional adviser can appear ideal material for a rock in stormy seas. Unfortunately, few advisers are utterly reliable and safe. We should never lose sight of the fact that we may need to change our adviser, or at least argue with him.

Even advisers qualified in various forms of therapy are not solid rocks, but people who bring their own flaws and rough edges to each consultation. And the people for whom this book is written are not drowning men, but people who are at turning points, where they need to exercise more, not less, control than usual. If you can hardly wait from one consultation to the next, if you suspend action between consultations, and if you never find anything to criticise in your adviser, then you have probably fallen into the 'Rock and the Drowning Man' trap.

If you take the steps that were outlined above on handling consultations then you should avoid all of these unhelpful patterns. If by any chance you find you have slipped into one, you may need to change your adviser. For not only are consultations based on an unhelpful pattern uninformative, they also positively undermine your effectiveness as a decision-maker.

(Concluded)

# **Expected Questions**

# Objective General Knowledge

Madan Lal

Former Secretary, Staff Selection Commission, Government of India

de Secretary of the Staff Selection Commission. Mr. Maden Lat the person take planned the prefer selection of Objective type Tests for the commissions will be the Commissions will be the Commissions Early to be commission. For the benefit of one mader, he has commission as the Commission Completes as a particular constations commissions commissions commissions as an extension constations commissions as a portain constations are problem aspected publishes to apare our readers with the material to being them and the commissions.



The paper on General Knowledge or General Awareness or General Studies plays a pivotal role in the competitive examinations conducted by various boards for recruitment to public services. As the readers are, no doubt, aware, this feature has very extensive coverage of subjects. It covers Everyday Science, History, Economics, Geography, Political Science, Civics, Life Sciences, Current National and International Affairs/Events, Constitution of India, Indian National Movement, and so on.

For the present issue, I have drawn up a test battery of 100 questions on the "Constitution Of Indu, Including Constitutional History". As an aid to proper and systematic preparation, the readers are advised to answer this test paper in one hour and then make a self-assessment of their performance with reference to the answers printed at the end of this feature. The following grades will help the readers for self-assessment:

- (i) Less than 30 per cent score-Poor
- (ii) 31 to 50 per cent score -- Fair
- (iii) 51 to 65 per cent score-Good
- (iv) 66 to 80 per cent score-Very Good
- (v) Above 80 per cent score-Excellent

The aim of the readers should be to achieve a score of not less than 60 per cent.

In the next issue, a test battery of 100 questions on "India—From Stagnation And Poverty To Crowth And Prosperity" will be drawn.

# Constitution Of India, Including Constitutional History

- Q. 1. The reference to Hindus in Article 25 of the Constitution does not include
  - (a) Parsees.
- (b) Sikhs.
- (c) Jains. (d) Buddhists.
- Q. 2. The Chairman of Rajya Sabha is
- (a) nominated by the President.
- (b) elected by the two Houses of Parliament.
- (c) elected by Parliament and the legislatures of the States jointly.
- (d) elected by the members of Rajya Sabha.
- Q. 3. In India, a tax on agricultural incomes can be levied by
- (a) both the Central and State Governments.
- (b) neither the Central nor the State Governments.
- (c) only the State Governments.
- (d) only the Central Government.
- Q. 4. By which amendment, were the Fundamental Duties of Indian citizens added to the Constitution?
  - (a) Forty-fourth Amendmena
  - (b) Forty-third Amendment
  - (c) Forty-second Amendment
  - (d) Forty-first Amendment
- Q. 5. Financial allocation for Education was made for the first time by the Charter Act of
- (a) 1833 (b) 1813 (c) 1793 (d) 1773 Q. 6. There is no provision in the
- Constitution for the impeachment of (a) the Chief Justice of a High Court.
  - (b) the Chief Justice of India.
  - (c) the Governor.
  - (d) the Vice-President.

- Q. 7. In the event of non-enforcement of Directive Principles of the State by the Government, a citizen of India can move the
  - (a) District Court. (b) High Court.
  - (c) Supreme Court. (d) None of these. Q. 8. The member of a State Public Service
- Commission can be removed on the ground of misbehaviour only after an enquiry has been conducted by the
  - (a) Supreme Court of India.
  - (b) High Court of the State.
  - (c) committee appointed by the President.
  - (d) committee appointed by the Governor of the State.
- Q. 9. Who can recommend abolition or creation of the Legislative Council in a State?
  - (a) Governor of the State
  - (b) Advocate-General of the State
  - (c) Legislative Assembly of the State
  - (d) The State Council of Ministers
  - Q. 10. The purpose of the llbert Bill was (a) to take away the right of the native magistrates to try Europeans and Englishmen.
  - (b) to take away the right of the European magistrates to try Indians.
  - (c) to remove an anomaly in the Criminal Procedure Code of 1873, according to which no magistrate or sessions judge could try a European or British subject unless he was himself of European birth.
  - (d) None of the above.
- Q. 11. The Constitution of India borrowed the concept of the Directive Principles of

- State Policy from the Constitution of
  - (a) Ircland
- (b) USA
- (c) UK
- (d) Canada
- Q. 12. Which one of the following statements is not correct?
  - (a) There is no provision of referendum in the Indian Constitution
  - (b) The State Legislatures do not possess the right to initiate the amendment of the Constitution
  - (c) The proposal for amending the Constitution can only be initiated in Lok Sabha.
  - (d) The Indian Constitution is partly flexible and partly rigid.
- Q. 13. Which one of the following Articles has declared untouchability in any form as unconstitutional?
  - (a) Article 14
- (b) Article 17
- (c) Article 44
- (d) Article 45
- Q. 14. Which one of the following is not among the sources of revenue for the Union?
  - (a) Land revenue
  - (b) Custom duties including export duties
  - (c) Duties of excise on tobacco and other goods manufactured or produced in India, except alcoholic liquors, opium, Indian hemp and other narcotic drugs
  - (d) Taxes on income other than agricultural income
- Q. 15. Under which one of the following Articles, the Supreme Court has been given the powers to review any judgement pronounced or order made by it previously?
  - (a) Article 130
- (b) Article 137
- (c) Article 138
- (d) Article 139

- Q. 16. A member elected to Lok Sabha as a candidate of a party crosses the floor of the House. In such a case,
  - (a) his continued membership of the House is not affected in any way.
  - (b) he ceases to be a member of the House whether or not he resigns his membership
  - (c) he can continue to be a member of the House if the party on whose symbol he was elected has no objection.
  - (d) he will continue to be a member of the House if the Speaker permits.
- Q. 17. The Right to Property was excluded from the Fundamental Rights during the tenure of the Government headed by
  - (a) Charan Singh. (b) Morarji Desai. (c) Indira Gandhi (d) Rajiv Gandhi.
- O. 18. Which of the following statements in regard to the Directive Principles of State Policy is correct?
  - (a) Fundamental Rights constitute limitations upon State action, while Directive Principles are in the nature of instruction to the Government to achieve certain ends.
  - (b) They are justiciable in certain respects.
  - (c) They enjoin on the State to secure a living wage to all workers within a specified period.
  - (d) The courts can compel the State to implement some of the important directives.
- Q. 19. The First Official Language Commission, as required under Article 344 of the Constitution, was constituted by the President in
  - (a) 1950 with K.M. Munshi as its Chairman.
  - (b) 1955 with B.G. Kher as its Chairman.
  - (c) 1960 with M.C. Chhagla as its Chairman.
  - (d) 1965 with Humayun Kabir as its Chairman.
- Q. 20. Which authority should an Indian citizen approach for securing his fundamental right of personal freedom guaranteed by the Constitution?
  - (a) The President of India
  - (b) The Governor of a State
  - (c) The Speaker of Lok Sabha
  - (d) The Supreme Court or a High Court
- Q. 21. The system of Proportional Representation is used in the election of the
  - (a) President of India.
  - (b) Speaker of Lok Sabha
  - (c) Members of Lok Sabha.
  - (d) None of the above.
- Q. 22. A Bill is deemed to be a Money Bill it it contains only provisions dealing with all of the following matters, except
  - (a) imposition, abolition, remission, alteration or regulation of any tax.
  - (b) imposition of fines or other pecuniary penalties.
  - (c) appropriation of moneys out of the Consolidated Fund of India.
  - (d) audit of the accounts of the Union or of a State.
- Q. 23. The constituents of Indian Parliament, as mentioned in the Constitution are the
  - (a) President, Lok Sabha and the Council of Ministers.
  - (b) Lok Sabha and Rajya Sabha.

- (c) President, Vice-President and the two Houses of Parliament.
- (d) President, Lok Sabha and Rajya Sabha.
- Q. 24. Comprehensive changes in the Constitution were effected in 1976, overturning some of its bedrocks. All of the following were the major areas of impact of these changes, except
  - (a) the changes narrowed down and fettered the scope of judicial review of ordinary laws.
  - (b) the changes unsettled the original balance between the different organs of the state, viz., Legislature and Judiciary.
  - (c) the changes excluded the Right to Property from the list of Fundamental Rights enshrined in the Constitution.
  - (d) there was devaluation Fundamental Rights vis-a-vis the Directive Principles of State Policy.
- Q. 25. In 1921, a session of the Indian National Congress was held when its President was in prison and with some other leader acting as its President. Who was the Congress President in prison?
  - (a) Mohammad Ali
  - (b) C.R. Das
  - (c) Abul Kalam Azad
  - (d) Mahatma Gandhi
- Q. 26. The objective of the Morley-Minto
  - (a) extension of Provincial Assemblies.
  - (b) to give more powers to local government.
  - (c) to abolish the post of Secretary of State for India.
  - (d) to establish dyarchy in provinces.
- Q. 27. Which of the following states was not annexed by Lord Dalhousie by using the Doctrine of Lapse?
  - (a) Nagpur (b) Udaipur
  - (c) Mysore (d) Satara
- Q. 28. The Indian National Union was formed in 1854 by
  - (a) A.O. Hume.
  - (b) Henry Cotton.
  - (c) Dadabhai Nauroji.
  - (d) Badruddin Tyabji.
- Q. 29. Following the famous Quit India resolve, the top Congress leaders were arrested on
  - (a) August 8, 1942 (b) August 9, 1942 (c) August 11, 1942 (d) August 12, 1942
- Q. 30. The Cabinet Mission to India was headed by
  (a) A.V. Alexander.

  - (b) Hugh Gaitskell.
  - (c) Stafford Cripps.
  - (d) Lord Pethick Lawrence.
- Q. 31. Since the commencement of the Indian Constitution on January 26, 1950, how many persons have occupied the august office of the President of India?
  - **(b)** 10 (c) 11 Q. 32. Which of the following Articles
- empowers the High Court to issue writs for the enforcement of Fundamental Rights?
  - (a) Article 225
- (b) Article 226
- (c) Article 227
- (d) Article 228
- Q. 33. The Government of India Act, 1935, envisaged the introduction of
  - (a) dyarchical form of government.
  - (b) federal form of government.
  - (c) republican form of government.
  - (d) unitary form of government.

- Q. 34. Which of the following are the Financial Committees of Parliament in India?
  - **Public Accounts Committee**
  - **Estimates Committee**
  - Committee on Public Undertakings 3.
  - (a) 1 and 3 (b) 1 and 2
  - (c) 2 and 3 (d) 1, 2 and 3 Q. 35. Which of the following are the
- circumstances under which an elected member of Parliament may be disqualified
- on the ground of defection?

  1. If he voluntarily gives up his membership of a political party.
  - If he votes or abstains from voting contrary to any direction issued by his political party without prior permission of the political party. If he speaks against the political party.

  - 4. If he joins a political party other than the party on whose ticket he contested and got elected.
  - (a) 1, 2 and 3 (b) 1, 2 and 4
  - (c) 1, 3 and 4 (d) 2, 3 and 4
- Q. 36. The Union Territory of Mizoram was formed out of the north-eastern territories of Assam in 1962. Full status of 'State' was conferred upon it in
  - (a) 1980 (b) 1982 (c) 1985 (d) 1987
- Q. 37. The name of the Laccadive, Minicoy and Amindivi Islands was changed to Lakshadweep by an Act of Parliament in
- (b) 1971 (c) 1972 (d) 1973 (a) 1970 Q. 38. The full status of 'State' was conferred upon the Union Territories of Manipur and Tripura in
  - (a) 1970 (b) 1971 (c) 1972 (d) 1973
- Q. 39. At the end of 1998, the Union of India comprised
  - (a) 25 States and 8 Union Territories.
  - (b) 25 States and 7 Union Territories.
  - (c) 26 States and 7 Union Territories.
- (d) 26 States and 8 Union Territories. Q. 40. Which one of the following does
- not constitute the electoral college for electing the President of India?
  - (a) Elected members of the Legislative Council
  - (b) Elected members of the Legislative Assembly of each State
  - Elected members of Lok Sabha (d) Elected members of Rajya Sabha
- Q. 41. The proclamation of Emergency by the President on the ground of internal disturbance was made for the first time in
  - (a) 1962 (b) 1965 (c) 1975 (d) 1976 Q. 42. A proclamation of Emergency,
- unless it is approved by resolutions of both the Houses of Parliament, will cease to be in operation within
  - (a) one month from the date of its proclamation.
  - (b) two months from the date of its proclamation. (c) three months from the date of its
  - proclamation.
  - (d) six months from the date of its proclamation.
- Q. 43. The proclamation of Emergency under Article 352 was made by the President for the first time in
- (a) 1960 (b) 1962 (c) 1965 (d) 1971 Q. 44. Which of the following writs can be issued by a High Court to direct a public official or the government not to enforce a law which is unconstitutional?
  - (a) Certiorari
- (b) Prohibition
- (c) Quo Warranto (d) Mandamus

- Q. 45. Which of the following writs can be issued by a High Court or the Supreme Court to an inferior court forbidding the latter to continue proceedings therein in excess of its jurisdiction? (a) Certiorari (b) Mandamus (c) Prohibition (d) Quo Warranto Q. 46. In how many provinces did the Indian National Congress form governments after the elections to the Assemblies held under the Government of India Act of 1935? (a) 5 (b) 7 (c) 9 Q. 47. The Residuary Powers (i.e., those relating to subjects not mentioned in any of the three lists included in the VII Schedule) are, according to our Constitution, vested in the (a) President of India. (b) Union Parliament.
- (c) State Legislatures. (d) Supreme Court. Q. 48. The words 'Satyameva Jayate' inscribed in Devanagari script below the abacus of the State Emblem of India are taken from
  - (a) Mundaka Upanishad (c) Sama Veda.

(b) Katha Upanishad. (d) Yajur Veda.

Q. 49. The design of the National Flag of India was adopted by the Constituent Assembly on

(a) 9th December, 1946, at its tirst meeting.

- (b) 22nd January, 1947, when it adopted the famous Objectives Resolution.
- (c) 22nd July, 1947. (d) 14th August, 1947.
- Q. 50. The State of Bombay, a Part A State in the original Constitution, was split into two States, Gujarat and Maharashtra, in

(b) 1958 (c) 1960 Q. 51. Article 19 of our Constitution forms the core of the Chapter on Fundamental Rights. The number of categories of freedoms that

🖆 Indian citizen shall have is (c) 8

Q. 52. Konkani was included in the list of Official Languages in

the Eighth Schedule of our Constitution in (a) 1961 (b) 1967 (c) 1988 (d) 1992

Q. 53. The Tenth Schedule of the Constitution of India deals with the (a) languages of the Union. (b) lists of legislative business.

(c) anti-defection law.

(d) special status of Jammu and Kashmir.

- Q. 54. Who presides over Lok Sabha if neither the Speaker nor the Deputy Speaker is available?
  - (a) A member chosen by the Council of Ministers.

(b) The senior-most member of Lok Sabha. (c) A member nominated by the President.

(d) A member of the Panel of Chairmen announced by the Speaker

Q. 55. The Secretary-General of Lok Sabha, who is the Chief of its Secretariat, is

(a) appointed by the Speaker.

(b) appointed by the President.

(c) elected by Lok Sabha.

(d) elected by both the Houses of Parliament.

Q. 56. Which of the following Articles of the Indian Constitution guarantees equal opportunities in public employment to persons belonging to SC/ST and other minority communities?

(a) Article 15

(b) Article 16

(c) Article 22 (d) Article 27

Q. 57. All of the following statements in regard to the office of the Vice-President of India are correct, except

(a) a person seeking election to this office must be at least 35 years of age.

(b) the electoral college for election to this office consists of the elected members of both the Houses of Parliament and the person so elected holds office for a term of six years.

(c) in the event of death of the President, he can hold that office for a period not exceeding six months.

(d) the incumbent of this office is the ex-officio Chairman of Rajya Sabha. Q. 58. The Preamble says that the State in India will assure the dignity of the individual. The Constitution seeks to achieve this object by guaranteeing

(a) equal fundamental rights to each citizen.

- (b) the right to adequate means of livelihood to each individual. (c) just and humane conditions of work to each individual.
- (d) equal wages for equal work to each individual irrespective of sex. 59. Who was the first Chairman of the Planning Commission?
- (a) Gulzari Lal Nanda

(b) Jawaharlal Nehru

(c) Dr. C.D. Deshmukh

(d) Dr. K.C. Neogy

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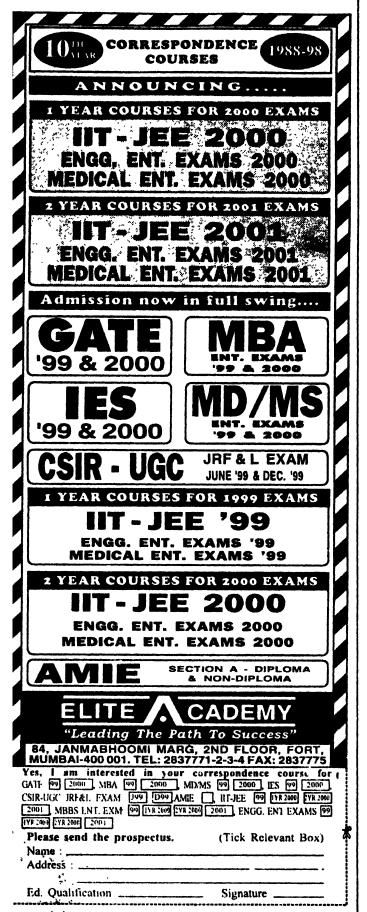
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- Q. 60. Which of the following is not a statutory body?
- (a) Election Commission
- (b) Finance Commission
- (c) Planning Commission
- (d) Union Public Service Commission
- Q. 61. "No action lies against the Government for injury done to an individual in the course of exercise of its sovereign functions". All of the following actions are covered by the above provision, except
  - (a) improper arrest, negligence or trespass by police officers.
  - (b) loss of movables from government custody owing to negligence of its officers.
  - (c) injury due to the negligence of servants of the government employed in a railway or a dockyard.
  - (d) administration of justice.
- Q. 62. To secure the enrichment of Hindi, the Constitution, among other things, directs the State to give primary importance to one of the languages included in the VIII Schedule for the purpose of drawing upon it This language is
  - (a) Bengali. (b) Marathi. (c) Sanskrit.
- Q. 63. Disagreement between the two Houses of Indian Parliament is finally resolved through
  - (a) a joint session of the two Houses.
  - (b) mediatory efforts by the presiding officers of the two Houses.
  - (c) a joint committee of the two Houses for the purpose.
  - (d) mediation by the President.
- Q. 64. Which of the following Articles of Constitution cannot be amended by a simple majority in both the Houses of Parliament?
- (a) Article 2 (b) Article 3 (c) Article 4 Q. 65. Which one of the following Directive Principles is a socialistic principle?
  - (a) Equal pay for equal work to all
  - (b) Protection of the health of workers
  - (c) Prevention of concentration of wealth and the means of production
  - (d) All of the above
- Q. 66. Originally it was laid down in the Constitution that English shall continue to be used for all the official purposes of the union for a period of
  - (a) 15 years. (b) 20 years. (c) 25 years. (d) 30 years. Q. 67. As per Article 100(3), the quorum to constitute a meeting
- of either House of Parliament is
  - (a) one-fourth of the total number of members of that House.
  - (b) one-fifth of the total number of members of that House.
  - (c) one-tenth of the total number of members of that House.
  - (d) one-third of the total number of members of that House. Q. 68. The age of retirement of a Judge of a High Court in India is
  - (a) 58 years. (b) 60 years. (c) 62 years. (d) 65 years.

  - O. 69. The Rule of Law means
  - (a) existence of written rules to regulate the conduct of government officials.
  - (b) that no person can be punished unless his guilt is established by a fair trial.
  - (c) that the power to make laws vests in the elected representatives of the people.
  - (d) independence of the Judiciary.
- Q. 70. In a particular case, the advice tendered by the Council of Ministers is sent back by the President for reconsideration. If the Council of Ministers adhere to their earlier advice, the President
- (a) can ask for reconsideration of the advice once more.
- '(b) can ask for reconsideration of the advice any number of times.
- (c) has no option but to accept such advice.
- (d) must seek the advice of the Supreme Court before rejecting the advice.
- Q. 71. The writ by which a High Court or the Supreme Court can secure the body of a person who has been imprisoned to be brought before it is
  - (a) Certiorari.

- (b) Habeas Corpus.
- (c) Mandamus.
- (d) Quo Warranto.
- Q. 72. The number of writs that can be prayed for and issued by the Supreme Court and/or a High Court is
  - (c) 5 (b) 4
- Q. 73. The term of which of the following Lok Sabhas was extended beyond the normal period of five years laid down in the Constitution?
  - (a) Fourth Lok Sabha
- (b) Fifth Lok Sabha
- (c) Sixth Lok Sabha
- (d) Seventh Lok Sabha

- Q. 74. The High Courts at Bombay, Calcutta and Madras were stablished under the
- (a) Indian High Courts Act, 1861.
- (b) Indian High Courts Act, 1865.
- (c) Indian High Courts Act, 1911.
- (d) Government of India Act, 1919.
- Q. 75. In which of the following situations can the President promulgate an Ordinance?
- (a) There is disagreement between the two Houses of Parliament over a Bill.
- (b) Both Houses have refused to pass a Bill sponsored by Government with the previous sanction of the President.
- (c) A Bill has been pending in Parliament for a long period.
- (d) Parliament is not in session.
- Q. 76. Which of the following events made Gandhiji to launch, or the first time, Civil Disobedience Movement?
- (a) Jallianwala Bagh massacre in 1919
- (b) Killing of peaceful agitators at Chauri Chaura by the British tmops in 1922
- Promulgation of the Rowlatt Act of 1919
- (d) Failure of talks with the Cripps Mission in 1942
- Q. 77. Dyarchy as the form of Government at the provincial level vas introduced by the
  - (a) Government of India Act, 1919.
  - (b) Minto-Morley Reforms.
  - (c) Montague-Chelmsford Reforms.
  - (d) Government of India Act, 1935.
- Q. 78. Which of the following Acts of British Parliament envisaged or the first time a closer association of Indians with the administration?
- (a) Indian Councils Act, 1861 (b) Indian Councils Act, 1892 (a) Indian Councils Act, 1909 (d) Government of India Act, 1919 Q. 79. For how long can the President's rule in a State be imposed nitially?
- (a) One year (b) Six months (c) Two years (d) Three months Q. 80. In accordance with the provisions of our Constitution,
- new all-India Services can be created only by the (a) Parliament.
  - (b) process of amendment of the Constitution.
  - (c) Union Government in consultation with the U.P.S.C.
  - (d) President on the advice of the Council of Ministers.
- Q. 81. Both the Union and the States derive their authority from he Constitution of India which divides, as between them, all of the ollowing powers, except
- (a) Executive. (b) Judicial. (c) Legislative. (d) Financial. Q. 82. Which of the following Schedules in the Constitution livides the legislative powers between the Union and the States?
  - (a) V Schedule (b) VI Schedule (c) VII Schedule (d) VIII Schedule
- Q. 83. The powers to legislate with respect to any matter not numerated in any of the three Lists are mentioned as Residuary fowers. Which of the following is empowered to determine finally is to whether or not a particular matter falls in this category?
  - (a) Lok Sabha only
- (b) Judiciary only (d) Parliament
- (c) Rajya Sabha only Q. 84. The vesting of Residuary Powers under our Constitution in the Jnion, instead of the State legislatures, follows the precedent of the
- (a) Canadian Constitution.
- (b) Irish Constitution.
- (c) Australian Constitution. (d) Constitution of the USA.
- Q. 85. 'Closure' in parliamentary terminology means
- (a) the end of a session of Parliament.
- (b) refusal of the Government to show important documents to members of the Opposition.
- (c) suspension of debate at the end of a day's sitting of legislature.
- (d) a rule of legislative procedure under which further debate on a motion can be stopped.
- Q. 86. Which is the constitutional authority that has been made esponsible for constituting the Finance Commission periodically?
- (a) Chairman of Rajya Sabha
- (b) Speaker of Lok Sabha
- (c) President of India (d) Union Finance Minister Q. 87. The Finance Commission is normally expected to be constituted lifter every
- (a) five years.

- (b) four years.
- (c) three years.
- (d) there is no fixed period.
- Q. 88. In which of the following cases is a joint session of the two iouses of Parliament not necessary?
- (a) A Bill has been pending with one House for more than six months after it was passed by the other.

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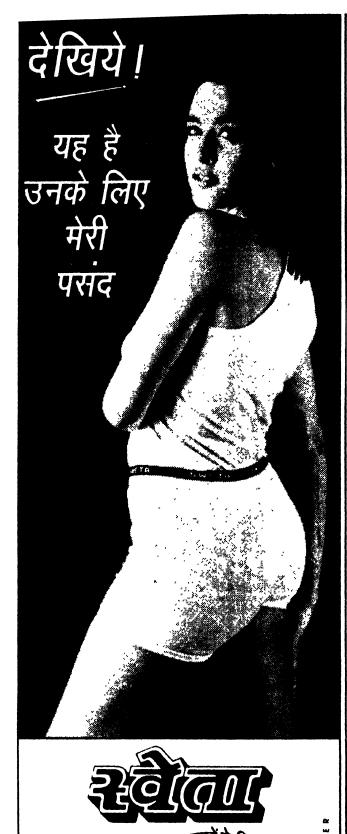


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- (b) A Bill to amend the Constitution.
- (c) Both Houses disagree on the amendments to be made in a
- (d) A Bill is passed by one House and is rejected by the other.
- Q. 89. To whom does the Public Accounts Committee submit its report?
  - (a) Chairman of Rajya Sabha (b) President of India
  - (c) Speaker of Lok Sabha (d) Union Finance Minister
- Q. 90. All of the following statements in regard to Money Bills
- are incorrect, except
  (a) a Money Bill can only be introduced in Lok Sabha and Rajya Sabha has no power to make a change in it against the will of Lok Sabha.
  - (b) a Money Bill may be introduced in Rajya Sabha but it must be approved by both the Houses.
  - (c) a Money Bill can only be introduced in Lok Sabha but it must also be approved by Rajya Sabha.
  - (d) a Money Bill can be introduced in either House, the decision of Lok Sabha thereon shall prevail.
- Q. 91. Dr. Rajendra Prasad held the office of the President of India during the period
  (a) 26-1-1950—12-5-1957
  (c) 26-1-1950—13-5-1962
- (b) 12-5-1952-13-5-1962
- (d) 12-5-1950-12-5-1960

- Q. 92. That India is a Secular State is clearly proclaimed in the
- (a) Fundamental Rights.
- (b) Preamble to the Constitution
- (c) Directive Principles of State Policy.
- (d) Ninth Schedule to the Constitution.
- Q. 93. A person who is arrested and detained in police custody has to be produced before the nearest magistrate
  - (a) immediately after arrest.
- (b) within 12 hours.
- (c) within 24 hours.
- (d) within 48 hours.
- Q. 94. According to the Preamble to the Constitution, India is a
- (a) Sovereign Democratic Republic.
- (b) Sovereign Socialist Secular Democratic Republic.
- (c) Sovereign Socialist Democratic Republic.
- (d) Sovereign Secular Democratic Republic.
- Q. 95. The sovereign power under the Indian Constitution rests with the
- (a) Judiciary. (b) President. (c) People of India. (d) Parliament.
- Q. 96. On which of the following subjects does the power to legislate vest both in the Union as well as the State legislatures?
  - (a) Acquisition and requisitioning of property.
  - (b) Sanctioning of cifematograph films for exhibition.
  - (c) Duties of excise on alcoholic liquors for human consumption.
  - (d) Taxes on agricultural income.
- Q. 97. The President is empowered to establish an Inter-State Council if at any time it appears to him that the public interests would be served thereby. Which of the following has not so been
  - (a) Central Council of Health
  - (b) Inter-State Commerce Council
  - (c) Central Council of Local Self-Government
  - (d) Transport Development Council
- Q. 98. The Council of Ministers in India remains in office till it enjoys the support of the
  - (a) majority of the members of Rajya Sabha.
  - (b) majority of the members of Lok Sabha.
- (c) minority of the members of Rajya Sabha.
- (d) minority of the members of Lok Sabha.
- Q. 99. Which one of the following amendments to the Constitution clearly has laid down that the President of India is bound to accept the advice given by the Council of Ministers?
  - (a) Twenty-fourth Amendment
  - (b) Twenty-fifth Amendment
  - (c) Forty-first Amendment
  - (d) Forty-second Amendment
- Q. 100. Which one of the following has provided for the Instrument of Instructions?
  - (a) The Indian Councils Act, 1892
  - (b) The Government of India Act, 1935
  - (c) Lord Rippon's Resolution of 1882
  - (d) Montague-Chelmsford Reforms

(Continued on page 138)

# Lasting World Peace Will Remain A Mere Utopia Till The Great Gap Between The Rich And Poor Nations Is Closed

# Presentation

We are happy to present to our readers here a tape-recorded 'live' Group Discussion which just took place in our Competition Success Institute. The participants are those appearing for Management Trainees selection of a leading and reputed private sector, multi-crore turnover firm. For its management cadre this company selects every year smart and talented young graduates and post-graduates and the candidates are availing themselves of the : icilities of Competition Success Institute to better their prospects. This Group Discussion took place before the commencement of training to assess the present levels of the aspirants and our expert examiners, observers have given their valuable comments to help the readers aspects of this test.

# **Progress**

When the examiner retires to the background after announcing the topic and asking the group to proceed with the discussion, the pertect silence which prevailed till then gives way to asides and cross-talks among the candidates. Some speak to their neighbours, others indulge in cross-talks with those seated further away and in no time the tempo picks up, leading to much noise and confusion. At this stage we find No. 2 raising his voice over the din so that he could be heard by all and addressing the group as a whole. his pleasant tone of voice, self-confidence, inviting smile, warmth and friendly attitude enable him to secure the group's attention.

No. 2: Friends, may I have your kind attention for a few seconds, please? Kindly pardon me for the interruption, but I wish to make a small submission. I am certain, you will find what I say of much interest and importance to our group. You all will be doing me a great favour by suspending your talking with each other for a minute and listening to what I have to put across to you. (Everyone who was busy with his asides or cross-talks, though taken by surprise, is nevertheless attracted by the appeal of No. 2 and the asides and individual conversations cease automatically. There is silence once more and No. 2 has the floor.)

No. 2 (Taking advantage of the opportunity afforded to him by the group): Thank you, all for responding to my appeal. Now, you all heard the examiner telling us that we must complete our group discussion in 25 minutes at the maximum. Maybe we have already used up five minutes

GROUP DISCUSSION

Discussion suggests assordination and co-operation to the part of all who are superted to symbol as a foundation of the grant of all who are superted to symbol as a foundative kind of the participants, would not only rob the underlying spirit of co-operation-but-delay the entire process of discussion. It is group everyone that to subcontinue his ego to the participants of working together and accomplishing the job in hand willing the time allotted.

or so of this allotted time in our individual chit-chats and consultations. Therefore, unless we begin the exercise immediately and get on with the discussion proper, we will run short of time and won't be able to complete the task. You see, it is an absorbing topic we have been given and, I am sure, everyone of us would like to say quite a bit on the subject. It is important that all get equal opportunity to present their ideas. Hence, I seek your cooperation and request that we begin the exercise straightaway without wasting any further time in asides and cross-talks.

No. 5 (Laughing indignantly and patronisingly): I say, old man, I mean No. 2, it is all right man. Not to worry, not to worry at all. They all will say 25 minutes and 30 minutes, but no one will stop us when we are talking, whether you talk for 40 minutes or 60 minutes. Besides, I am ready to talk for 40 minutes or even more on this topic. Besides, I am ready to take a bet that there is nothing much to talk about on this dry and drab topic. I think, we should relax a bit and take it easy. No point in getting worked up.

No. 3: Hey, No. 5, what the hell are you talking about? This is not a fish market, or for that matter an election meeting, where time is of no consequence. We are being examined and tested for job selection. They have to decide through this test whether we are suitable or not. I tell you, when they say 25 minutes, they mean 25 minutes, and no more or no less. I am with No. 2 and support him in toto.

No. 5. Oh, shut up, No. 3, and you don't have to act smart. I know what I am talking about and I don't need to be educated by anyone, least of all by you. And another thing, so what if we don't complete the exercise? Heavens are not going to fall down. I told you guys to relax and take it easy, and that is what you should do.

No. 7: No, no, No. 5, that is not correct. You see we are here to get selected for the job. We have got a task in hand and no question of relaxing. I suggest we need No. 2. Come on No. 1 please give your comments on the subject.

No. 1 (Looking unsure of himself and speaking haltingly and hestitatingly): Please, please. Can I say something please? I feel it would be better if we first consult our friends, neighbours, etc., so that we can gather enough ideas on the subject. Then we can talk more on it. In fact, I asked my neighbour, No. 8, to explain the topic to me. After listening to No. 8 I would like to hear my other neighbour, No. 2 also. Right now, the subject doesn't make head or tail to me.

No. 5: There you are. Thank you, No. 1 for hitting the nail on the head. You see, I am glad there are some sensible chaps, besides myself, of course, in this group, who are ready to relax, take things easy and go about the job in the right way. You see, we must first get to know our neighbours as human beings before we embark on a mundane discussion on a dry and boring topic like the one assigned to us today.

No. 2: My dear No. 5. I am sorry, but if I am not mistaken, no one in the group seems to share your views that we should first relax and then tackle the exercise. You will agree that it is better to relax after completing the job. We will be in the right mood to relax then. Right now, I seek your cooperation to get going with our job on hand. Let us not take unnecessary risks and waste time. Do you all agree with me?

No. 3: Yes, No. 2. We all agree with what you said. Now please outline your plan as to how we should go about this discussion.

No. 2: Thank you. I suggest we start with No. 1 and proceed anti-clockwise one after another till it would be my turn as the last speaker to complete the first round. I don't mind being the last speaker and if you all exhaust the topic before my turn, it is all right with me. All the same, I suggest each speak only for two minutes and no more during the first round. That would ensure everyone gets at least

one chance to express his views. With your permission, may I request No. 1 to set the ball rolling?

No. 1: No, no, please. I told you I do not want to be the first one to speak. To be frank, I want to be the last speaker. After listening to you all, it would be easy and I will have a lot of ideas.

No. 5: I feel No. 1 is right. No. 2, I can't understand why you are forcing No. 1 to speak first. Anyway, why should he be the first speaker? Why not myself?

No. 2: Very good, No. 5, I am so happy you have volunteered to be the opening speaker. There is no question of forcing anyone to do anything. I thought of No. I as his roll number comes first. Now you can open the discussion and Nos. 5,7,8 and so on follow you one after another.

No. 3: I wonder whether No. 5 will be able to do justice to this rather involved subject, as the opening speaker You see, a lot depends on the opening speaker who has to explain properly the nature and scope of the subject and do the introduction. From what we saw, may be No. 5 would be the ideal opening speaker if the topic dealt with film stars, beauty queens and the like.

No. 5: 1 challenge you, No. 3. Are you ready to take a bet.

No. 3: I acknowledge you as an authority on matters concerning such stuff as fashion parade. I am sure it is your speciality

No. 2: Please, triends. I am atraid we are straying away from our task and subject. Let us concentrate on our task. Come on, No. 5, please give your ideas on the subject to the group.

No. 5 (Showing annoyance and irritation). Oh, No. 3 has spoiled my mood. Now I have changed my mind. I won't speak first. For that matter I may not care to speak at all. I don't care what you people do or don't do. It is all the same to me. Do whatever you want. I am not bothered.

No. 2: I am sorry but as you said earlier yourself, there is no question of compulsion or coercion. Now let us see whether there are any other volunteers. Those who wish to speak first, please raise your hands. (No one comes forward and No. 7 intervenes)

No. 7:1 think is would be ideal, No. 2 if you open the discussion yourself. After you, it would be the turns of Nos. 3,4,5,6 and so on in that order, and No. 1 could speak last as he wishes. What do you say?

No. 2: Thank you. No. "I have no objection and if you all want me to start the discussion I shall gladly do so. I amhere to do the bidding of the group.

Nos. 3, 7 and 8: Yes, yes, It is settled. Please start the discussion, No. 2.

Comments: We find during the preliminaries in this group, No. 2 emerging as the natural leader and coordinator. He displays initiative and enterprise and addresses first the group as a whole with confidence and success. He is keen to shoulder additional resp. usibilities and makes full use of the opportunities to establish himself as the leader. In the beginning



he encounters some opposition from No. 5, but overcomes the same with tact and understanding. When others also jump into the fray and make efforts to register their impact, No 2 gives them fair chance and all encouragement. However, when he finds No 5 bullying others and ragging No. 1, he asserts himself and puts No. 5 bullying others and ragging No. 1, he asserts himself and puts No. 5 firmly in his place His courage, combined with sincerity, enables him to win the support of the group and he has no difficulty in containing No. 5. At the same time, he tries his best to keep No. 5 as an important member of the team, offering him several opportunities Unfortunately, No. 5 turns sulky and refuses to cooperate. Despite his capacity tc assert and create a strong impact, No. 5 fails to emerge as a leader as he proves offensive, rigid and also selfish. He proved to be rude and insulting and insisted that all should relax when the need of the hour was working hard towards the fulfilment of the group task. He was also found to be irresponsible and indisciplined, taking things too lightly. Nos. 3 and 7 gave constructive and positive support to No. 2 and helped him to overcome the antics of No. 5. Candidate No. 8 displayed some interest and awareness, but did not make much visible contribution. No. 1 proved to be feeble, uncertain and under-confident. He wasted the opportunities which came his way. Nos. 4 and 6 remained mere spectators and did not make any contribution at all.

No. 2: Friends, I thank you all for granting me the honour to be the opening speaker and conferring on me the privilege to introduce the subject. The subject assigned for this Group Discussion reads, "Lasting World Peace Will Remain A Mere Utopia Till The Great Gap Between The Rich And Poor Nations Is Closed." On the face of it, the proposition sounds rather imposing and dry However, a closer look will show that the subject is a burning topic of the day. Today, there is only one super power as the Soviet Union has ceased to exist. Communism has been abandoned in Russia and also in those countries which were once controlled by Russia. Thus with America as the sole super power presiding over all the nations and the Communist philosophy having been given a burial, the hope is that there would be permanent world peace. The proposition says that this conclusion is not correct. It further emphasises that so long as there are some very rich and many very poor countries, there cannot be lasting peace. The wide gap between the rich and the poor nations must be narrowed to pave the way for enduring world peace. The proposition asserts that the key to lasting peace has to be found not in military buildups, but by economic upliftment of the poorer nations. So long as we have the sharp division of 'haves' and 'havenots' we are bound to have wars. Communism itself came into being because of the big gap created between the few rich and many poor by capitalism. Now Communism has failed because it could not better the lot of the poor. The rich industrialised nations cannot have a world order providing for lasting peace unless they ensure the economic betterment of the poor nations of the world. In my view, the proposition is valid to this extent. Thank you.

Comments: A brilliant and capable candidate with exceptionally high level of leadership qualities. He has amply demonstrated his ability for organisation and coordination. He is dynamic and decisive and faces all challenges with courage and confidence. His views indicate that he has grasped fully the essentials of the subject and his ideas have extensive range and depth. He is persuasive and succeeds in convincing and carrying his audience with him. He has created a very strong and highly favourable impact on the group Selected with top position.

No. 3: Gentlemen, first of all, on behalf of the group I wish to thank No. 2 for his clear exposition of the topic, highlighting its implications. While agreeing with the proposition that economic betterment of the poorer nations is important for world peace, I feel the countries of the South can and should do a lot on their own to improve their economies. To begin with, they can put an immediate stop to the quarrels and fightings they are having among themselves. They should also abandon their craze to obtain military hardware from the affluent industrialised countries diverting a substantial portion of their meagre resources for this purpose. Iran, Iraq, etc., wasted their oil wealth in a futile war, providing in the process a roaring business to the armament industry of the affluent North. Likewise, India and Pakistan are engaged in an arms race in the sub-continent. The countries of Africa and South America are likewise diverting their limited resources to buy and pile up arms, instead of utilising the same for their economic betterment. This unhappy situation has arisen as there is no unity among the poorer countries of the South. Thus, the poor nations, instead of being help and aid from the industrialised rich countries, can do a lbt on their own for their economic betterment. In my view, the poorer countries should stand on their own feet, instead of being dependent on the countries of the North. I am sure you all will agree with this approach. Thank

Comments: This candidate displays a positive approach and involvement. He is eager to contribute to teamwork and evinces noticeable cooperation and interest. In this speech, the underlying theme is unity, self-help and industry. While agreeing with the views

expressed by No. 2 and appreciating his own original arguments in a rational, eloquent and convincing manner, he has kept himself abreast of current events and his knowledge has depth as well as coverage. He is ready to accept responsibilities and face challenges with enterprise and enthusiasm. He makes honest and sincere efforts to better his lot. Selected and awarded high grading.

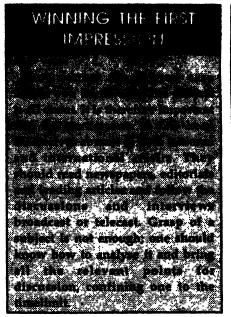
No. 4: Well, sorry, folks. You see, I really do not know what I can say more than what Nos. 2 and 3 have said so well and comprehensively on the subject. Of course, I agree with them hundred per cent. I am also grateful to them for enlightening the group so much on this quite involved topic. I am also eager to hear the views of the other members of the group. After hearing you all, I shall decide whom I should support. At present I am neutral

Comments: A cautious and insipid candidate who lacks ideas, urge and dynamism. He is confused and wavering and attempts to cover up his shortcomings by offering far-fetched excuses. He wishes to play safe and is scared of taking risks. He has not made any worthwhile contribution at any stage to promote the group task. He kept himself in the background throughout as an uninterested and silent onlooker. Rejected.

No. 5: Comrades, let me tell you on your face that I am totally opposed to the proposition and completely and unreservedly disagree with all the highbrow talks and confounding views of Nos. 2 and 3. I want to pose one simple, straight question to you all. What has prevented the Cold War from hotting up and the Third World War from breaking out. Is it because that the poorer countries were economically better off? I challenge Nos. 2 and 3 to say so. Everybody knows the poor are getting poorer and the rich are growing richer. Can all be made equally rich among nations as well as people in each nation? If you ask me, the topic is confusing and contradictory and as I said right in the beginning, we are only wasting our time discussing it instead of dismissing it in one word as 'absurd'. Thank you.

Comments: This candidate is very assertive and enjoys strong expressive faculty. He has some ideas and reveals a fair grasp of the subject. He has originality and strikes out an independent path with courage and conviction. But his attitude is rigid and lopsided. He is overbearing and inflexible. He prefers to browbeat and buildoze others than convince and carry them with him willingly. He is intolerant, of criticism and lacks flexibility and understanding. A dominant individual who is obstinate and quarrelsome. His presence in the leam will lead to friction and quarrels. Rejected

No. 6: Friends, the main emphasis of our proposition is on lasting world peace. Next it says that to achieve this goal, economic betterment is very important. No one can dispute that economic betterment of the poorer nations is essential



for world peace. Otherwise we have to face revolutions and wars. If we have industry, wealth, riches and so on, we have something at stake and will think many times before breaking up the prevailing peace. Nuclear parity is a dangerous doctrine and it escalates arms race, can lead to nuclear accident and results in diversion of economic resources to unproductive use. The prevalence of poor countries lead to their exploitation and competition among affluent countries to capture markets. This rivalry will lead to wars among nations. Besides, due to poverty the people in poor countries remain illiterate and ignorant. Ignorant people could be easily misled and exploited for selfish ends by corrupt politicians and warmongers by raising emotional issues linked to religion, race, language and the like. Economic upliftment is, therefore, fundamental for emergence of democracy and ensuring observance of human rights. Hence the proposition is valid and the time is opportune to better the economic lot of the poorer countries.

Comments: This candidate displays fair comprehension of the subject and his approach is analytical and systematic. He reveals original ideas and argues his case logically and convincingly. He associates himself with group deliberations with keenness and enthusiasm. We find him flexible and adaptable. He is enterprising and seeks out opportunities. Displays dedication and perseverance. Selected and recommended.

No. 7: Friends, in my view there is intimate correlation between Cold War ending, communism collapsing and economic betterment of the least developed and developing countries. The affluent countries refuse to divert even one per cent of their GNP towards economic development of the poorer countries whereas they are spending as much as 20 per cent of the GNP on producing

weapons. With the latest changes in the former Soviet Union a sizeable chunk of this 20 per cent of the GNP would be available and this could be put to good use to make the earth a better, healthier and happier place to live in. Japan and West Germany enjoy great economic prosperity because they are not in the armament race. Here is a lesson for the Third World countries. They should unite, accept disarmament among themselves, and use the money thus saved for economic betterment.

Comments: This candidate displays clarity, logic and originality. He has comprehended the complex issues involved and outlines the limitations with good understanding. He can cope with problems and come out with workable solutions. His reasoning is sound, logical and convincing Earlier, during the preliminary stage, he gave good support to No 2 and helped the group to get on with its task. Selected with merit and awarded higher grading.

No. 8: Well, gentlemen, 1 grant there is a lot in what you all have said and I thank you for making me a wiser man. No one will dispute that poverty should be eliminated from this planet and all should have food, clothing, shelter, health, comfort and enjoyment. If we limit the population this should be possible even without disarmament. However, war and armament can also contribute to technological and scientific advancement at a much faster pace. You see, we would not have had the nuclear missiles, satellites, moon landing. etc., but for World War II and Cold War. The Star Wars may unveil the secrets of space and universe to us. If the world has to perish, it has to perish. So what? The best thing is to enjoy and make hay while the sun shines.

Comments: This candidate is confused and is not clear about his priorities. He prefers to take things easy and avoid responsibilities. His attitude is also somewhat negative. Instead of making things happen as per a well-drawn plan, he seems to believe in letting things drift and follow their own course. He cannot provide leadership and lead the team to its chosen destination. Rejected

No. 1: Thank you, friends, At last my turn has come and I am obliged to you all in allowing me to speak last. It makes my task easy. I fully endorse what you all have said. I am also happy that you all have exhausted the topic and left nothing for me to add. Thank you once again.

Comments: A diffident and dull candidate lacking in ideas and effort. He has shown neither interest nor involvement. He is allergic to exerting himself and wastes all opportunities afforded to him. Even as a worker he is useless to the team. On the other hand, he would prove to be a burden. Rejected.

Concluding Observations: This 'live' Group Discussion gives a good insight of the strengths, and weaknesses of the candidates who took part in the exercise. Knowledge plus the ability to influence others is the real key to success.

# Music for Success



# **Subliminal CDs and Cassettes** For Self-Improvement

Mind Power Music is based on scientific research into how the mind works, how to relax, how to program & control it for our success. It has subliminal messages, music and sounds from nature (river, birds). For details on how such relaxing music helps you, please read best-selling American books "Superlearning" and "MegaBrain", or read our books "Mind Power Music" and "Mind Technology".

# Subliminal Messages: The Power Behind Mind Power Music

What are Subliminal Messages? It means that there are messages which are hidden from your conscious mind But, your sub-conscious mind can hear these messages and accept them.

Since your conscious mind cannot hear them, it does not interfere with these messages. They simply go to the sub-conscious mind and program it

Let us look at some of the research with examples of the power of such subliminal messages.

### Subliminal messages increase sales of cold-drink in a cinema hall

In a 15 day experiment in a cinema hall, the subliminal messages "Thirsty? Drink Cola" was shown on the screen for a fraction of second (1/3000th of a second), once in every 5 seconds. This was too small a period for people seeing the cmema to consciously notice this message. But the sales of the "cola" increased by 57% during the experiment period.

It is obvious that the sub-conscious mind noticed these subliminal messages and acted upon them. It proves that such messages can modify your behavior.

# Subliminal messages reduce theft in a

In one shop, a music cassette containing subliminal messages was played continuously. The subliminal messages were: "If I steal I go to jail." and "I am honest." As a result of this, the theft in the shop reduced by 37%. In another shop, similar subliminal messages reduced theft

### Subliminal messages improve academic performance

In one experiment, subliminal messages were used for 60 students. These students were divided in 3 groups. Group 1 and 2 were exposed to subliminal messages for better academic performance. The third group's exposure had no such subliminal messages.

Statistical analysis revealed significant improvement in academic performance. The two group receiving subliminal messages for better academic performance got grades from B Plus to A Minus. The third group got grades as low B.

In addition to this, the two groups also remembered better at the end of one month.

# **University Research Proves Effectiveness of** Dr Anil Bapna's Mind Power Music

Now a research paper, as part of Ph D work in the Department of Psychology, Sukhadia University, has academically proved that this music significantly helps in learning/creativity and that it is as effective as mind machines. (Dr Thomas Budynski had found that mind machines increase IQ and grades/marks in school/exam).

You can read this research paper in the Appendix B of the book Mind Technology.

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## CD: Student Foundation Package This CD has these titles:

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# CD: Student Super Success Package This CD has these titles:

- 1 Relax and Take Exams Confidently
- 2. Gain Self-Confidence
- 3 Relaxation
- 4. Read Faster to Save Time
- 5. Public Speaking
- 6. Setting & Achieving Aims
- 7. Winning Personality

# CDs for Executives

## CD: Executive Career & Business Success Package

This CD has these titles:

- Gain Self-Confidence
- 2. Leadership
- 3. Setting & Achieving Aims
- 4. Will Power and Determination
- 5. Public Speaking
- 6 Winning Personality
- Successful Sales
- 8. Time Menagement 9 Prosperity Thinking for More Wealth

# CD: Executive Personal-Family Success & Happiness Package

This CD has these titles:

- 1. Achieve Peace and Happiness
- Exercise for Good Health
- 3. Relaxation
- Sports Performance
- 5. Stop Smoking
- 6. Stop Drinking
- 7. Weight Loss 8. Success for Children
- 9. Sound Sleep

# New Book: Mind Technology

This book is meant to give you latest information about Mind Technology products in India and USA. The table of contents is:

- Mind Technology Cassettes and CDs
- Hypnosis, Self-Hypnosis and How to Create Your Own Cassette for Hypnosis
- Image Streaming A Technique to Increase Your IQ Greatly
- Mind Technology Machines / Devices
- Miscellaneous
- Your Ears and Science of Sound
- **Brain Expansion Through Stimulation**
- Appendix A: Where and How to Buy These Products in USA and India
- Appendix B. Research Paper
- Appendix C. Dr Anil Bapna's Mind Power Music

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# Test Of English Language

# Joint Entrance Examination For Admission To Three-Year Diploma Course In Hotel Management, May 1998

`	
Directions (Qs. 1	to 20) : The most 1
appropriate word/phra	ase to fill in the blank
in each of the followi	ng sentences is given
as one of the four a	lternatives under it.
That is your answer. N	lark it on the answer-
sheet as instructed.	1
Q. 1. The child kept of	n crying while it
(1) is bathed	(2) was being bathed
(3) was bathed	(2) was being bathed (4) is being bathed
Q. 2. He has such a	good manners that he
can oacily a o	ontleman
(1) pass out	(2) pass for (4) pass on plan to escape from jail.
(3) pass in	(4) pass on
Q. 3. Shivaji a	plan to escape from jail.
(1) hit upon (3) hit about	(2) hit out
(3) hit about	(4) hit against
Q. 4. We chose to the light of the new	our views in
the light of the new	v information made
available to us	i
(1) disclose	(2) revive
(1) disclose (3) diagnose	(4) revise
Q. 5. Although the	Rajput army was out-
numbered, the brave ge	eneral refused to
(1) give way (3) give in	(2) give over
(3) give in	(4) give out
Q. 6. Having earne	ed a lot of money in
business, Mr. Sharma	nis poor cousins.
business, Mr. Sharma	(1) looks upon
O 7 The price of	rold as their
risen.	goid as well as silver
(1) are (2) have	(3) has (4) is
O. S. The buildu	e (3) has (4) is ng was so old and
dilapidated that it wa	is not
(Í) habitable	(2) habitat
(3) habitability	(4) habituating
Q. 9. Your son had	(2) habitat (4) habituating promised to call you
to USA,?	1
(1) didn't he (3) hadn't he	(2) did he
(3) hadn't he	(4) had he
Q. 10. A large major absent from the collection	ity of students
(1) were (3) has been	(2) Was
(1) has been	keen going
abroad for higher still	dies going
(1) for (2) at	(3) over (4) on
O. 12. You are not r	ustified laying
the blame my	door.
(1) in, over	(2) in, at
(3) at, at	(4) over, at
Q. 13. What you have	done no excuse.
(l) admits	(2) admits to
(3) admits about	(4) admits of
Q. 14. Timid by natu	re, the doctor who was
alone in his house was	
(1) out of wits	(2) out at his wits
	(4) out of his wits
Q. 15. His approach	
that none of his colle Pependable.	eagues considers him
(1) uninteresting	(2) low
(3) casual	(4) common
	l facts but is

Managem	ent,	May 199
17. Their faults,	are	by their
ers.	·	
winked after	(2) Wif	rked at
18. Having had	(#) WII	crops for the
two years, the go	vernme	ent is falling
of storing space		
bloated	(2) bus	nper
. 19. Having been :	(4) DIO Set	he is now
to go anywhere h	e likes.	
at liberty	(2) free	edom
at freedom	(4) libe	erty
been killed by th	o my re e bandi	scue i would
If he did not	(2) Fia	d he not
Having not	(4) He	having not
. 21. A hard nut to	crack	is
a person who is	very ol	ostinate
any dry man na a difficult child	e want	
	annot be	e easily solved
22. A cock and b	ull stor	y means
an unbelievable	gossip	
a competition be	tween	unequals
23. The gift of th	e gab n	neans
		-
) a gift from Santa	Claus	ion .
24. A fool's para	dise me	ans
) a foolish idea		
an imaginary id	ea	
	ain for a	i foolish man
. 25. A man of spi	rit is	
) a very talenteď :	man	
) a spiritual perso	n	
a very courageo	us man	
a unique person	f the ki	no is called a
) homicide	(2) ma	tricide
) patricide	(4) reg	jicide
vite on legal sepai	ration is	<b>.</b>
) compensation	(4) ma	mony untenance
. 28. A tank in w	hich fis	h are kept is
d an		•
) aquarium		
	(4) aq	uatone
		n are rbivorous
) carnivorous		adruped
. 30. Talking disre		
gs is called		
	17. Their faults ers.  winked after winked out  18. Having had two years, the go of storing space bloated booming  19. Having been sto go anywhere he at liberty at freedom  20come the been killed by the liberty at freedom  21. A hard nut to a person who is any dry fruit like a difficult child a problem which can unbelievable a children's fable a quarrelsome de a competition be can unexpected giftency of speed thought-provoking a gift from Santa a foolish idea an imaginary idea in unexpected giftency of speed thought-provoking a gift from Santa a foolish idea an imaginary idea in unexpected giftency of speed thought-provoking a very talented in a spiritual person a very talented in a very talented in a spiritual person a very courageo a unique person a very courageo a unique person compensation substance  26. The murder of homicide patricide  27. Allowance paying on legal separation is substance  28. A tank in with any aquarium	winked after winked out winked winked out winked wi

(1) blasphemy

(4) atheism

(2) heresy

Directions (Qs. 31 to 35): In each of the

following questions there are four

sentences in one of which a word has been

wrongly used. The alternative with this

wrong usage is your answer. Mark it on

the answer-sheet as instructed.

(4) apostasy

(1) There is no alternative, he must go to jail. (2) I like the childish simplicity of his character. (3) He lectures on alternate days. (4) His humility has earned him many admirers. O. 32. (1) I am the righteous owner of the house. (2) Worldly pleasures are just temporary. (3) He has been visibly upset at your rude behaviour. (4) Your sudden appearance on the stage was a pleasant surprise to many people in the audience. Q. 33. (1) Let him go and fetch some money from home. Listen attentively to what I say. In all respects he is a perfect gentleman. (4) That man has sent a respectable letter to me. Q. 34. (1) I could not follow even a word of what he said. This betrays his nervousness. Monday follows Tuesday. (4) These two festivals come in quick succession Q. 35. (1) The patient is gasping for breath. (2) I am sure that my confidant will not get shaken. He has levelled frivolous charges against me. Your intentions are more than clear to me. Directions (Qs. 36 to 50) are based on the following passages :

PASSAGE I I was lying on a ridge scanning with field glasses a rock clift opposite me for thar, the most sure-footed of all Himalayan goats. On a ledge halfway up the cliff, a thar and her kid were lying asleep. Presently the thar got to her feet, stretched herself, and the kid immediately began to feed. After a minute the mother freed herself, took a few steps along the ledge, poised for a moment, then jumped down on to another and a narrower ledge some twelve to fifteen feet below her. As soon as it was left alone the kid started running backwards and forwards, stopping every now and then to peer down at its mother, but unable to summon the courage to jump down to her for, below the narrow ledge, was a sheer drop of a thousand feet. I was too far away to hear whether the mother was encouraging her young, but from the way her head was turned I believe she was doing so. The kid was getting more and more agitated and, possibly fearing that it would do something foolish, the mother went to what looked like a mere crack in the vertical rock face and, climbing it, rejoined her young. Immediately on doing so she lay down, presumably to prevent the kid from feeding.

(1) up his sleeves (2) in his sleeves

deliberately hiding them.

After a while she got to her feet again, allowed the kid to drink for a minute, poised carefully on the brink, and jumped down, while the kid again ran backwards and forwards above her. Seven times in the course of the next half-hour this procedure was gone through, until finally the kid, abandoning itself to its fate, jumped, and landing safely beside its mother was rewarded by being allowed to drink its fill. The lesson for her young, that it was safe to follow where she led, was over for that day.

Q. 36. Which of the following excerpts from the passage best bears out the description of the thar as a sure-footed mountain goat?

- (1) "Seven times in the course of the next half-hour this procedure was gone through."
  - (2) "The lesson for her young \_\_\_\_ was over for that day."
  - (3) "\_\_\_\_\_\_ the mother went to what looked like a mere crack in the vertical rock (ace \_\_\_\_\_ rejoined her young."
  - rock face \_\_\_\_\_ rejoined her young."

    (4) "I was too far away to hear whether the mother was encouraging her young \_\_\_\_\_ I believe she was doing so."
- Q. 37. The mother goat feared that the kid "would do something foolish" like
  - (1) drink more than its share of milk.
  - (2) throw itself off the cliff.
  - (3) follow her down the vertical rock face.
  - (4) continue to pace up and down indefinitely.
- Q. 38. In the second paragraph, "abandoning itself to its fate" can be eplaced by which phrase?
  - (1) Making the most of the situation
  - (2) Taking the bull by the horns
  - (3) Facing the music
  - (4) Taking the consequences
- Q. 39. One way in which the kid was effcouraged to follow its mother was by
  - (1) not being allowed to have its fill of milk until it had jumped.
  - (2) running backwards and forwards on the ledge before it jumped.
  - (3) getting very agitated before it jumped.
- (4) being rejoined by its mother several times. Q. 40. The mother goat taught her kid the lesson through
  - (1) agility and sure-tootedness.
  - (2) severity and punishment.
  - (3) patience and perseverance
- (4) praise and reward.

## PASSAGE II

So Tiziano continued to draw. But one thing troubled him greatly-all the pictures he made were black, drawn with his piece of black charcoal yet round about him glowed a pertect glory of colour-the beautiful blue of the sky; the delicate, changing pink of the great jagged peaks above him; the red, blue and yellow wild flowers, the golden brilliance of sunshine; and the rich, soft, mellowed tints in the old houses of the town. Colour! Tiziano loved it more than anything else in the world. Yet how was he to reproduce it and get it into his pictures? He had no money to buy paints, and paints were expensive in those days. His father, who was a mountaineer, would never listen to anything so foolish as buying paints for a boy when the tamily needed food and clothing and fuel to keep them warm.

Let lizzano make shoes! There was a trade for a man! All the same, Tiziano continued to dream of painting and to wonder if there was not some way he could make a picture in colours.

The day before the festival of flowers Tiziano chanced to pass the spot where the garlands had been woven the evening before. buddenly, he noticed stains on the stones of the walk before the inn. They were stains from flowers that had been dropped and crushed, and those stains were coloured! They were every colour that a painter needed! In a moment the feast and the fun went out of Tiziano's mind. Catarina saw her brother heading away from the merriment and hastening out of the village. She ran to bring him back and found him in a meadow like a variegated quilt from the brilliance of the wild flowers. "Tiziano!" she called, "Why are you running away from the feast?" The boy did not answer for a moment. Too often he had been teased by his family and the villagers for the crazy dreams in his head. At last he answered bluntly, "I have found that the stains of flowers make colours and I am going to paint a picture.

- Q. 41. Tiziano's "crazy dreams" that are mentioned in the second paragraph refer to his desire to
  - (1) make the best shoes in the land.
  - (2) find a method for recycling the flowers from the feast.
  - (3) bring prosperity to his family and his village.
  - (4) paint pictures in colour.
  - Q. 42. Tiziano's father wanted his son to be a
  - (1) painter. (2) cobbler.
  - (3) florist. (4) mountaineer.
- Q. 43. In the second paragraph, the world 'variegated' means
  - marked with patches of different colours.
  - (2) having different designs.
  - (3) flowery.
  - (4) of different varieties.
- Q. 44. Which of the following would best describe Tiziano's father?
  - (1) Miserly (2) Artistic
  - (3) Insensitive (4) Generous
- Q. 45. At the end of the passage, it is, clear that Tiziano had discovered
  - that he could fulfil his dream of painting with colours obtained from crushed petals.
  - (2) that painting was a better profession than making shoes.
  - (3) a way to make his sister happy.
  - (4) a way to add to the fun of the Festival of Flowers.

### PASSAGE II

The shoemaker had for ages suffered from a heart condition and five years ago, after an attack, it had appeared as though he would have either to sacrifice his business upon the auction block and live on a pittance thereafter, or put himself at the mercy of some unscrupulous employee who would in the end probably ruin him. But just at the moment of his darkest despair, this Polish refugee, Sobel, appeared one night from the street and begged for work. He was a stocky man, poorly dressed, with a bald head, a severely plain face and soft blue eyes prone to tears over the sad books he read. Though he confessed he knew nothing of shoemaking, he said he was apt and would work for very little if Feld taught him the trade. Feld took him on and within six weeks the refugee rebuilt as good a shoe as he, and not long thereafter expertly ran the business for the shoemaker.

Feld could trust him with anything, and did frequently, going home after an hour or two

at the store, leaving all the money in the tilk knowing Sobel would guard every cent of it. The amazing thing was that he demanded so little. His wants were few; in money he wasn't interested—in nothing but books, it seemed—which he one by one lent to Feld's daughter, Miriam together with his profuse queer written comments, manufactured during his lonely evenings, which his daughter, from her fourteenth year, read page by sanctified page, as if the word of God were inscribed on them.

Feld's conscience bothered him for not insisting that his assistant accept a better wage than he was getting, though Feld had honestly told him he could earn a handsome salary if he worked elsewhere, or maybe opened a place of his own. But the assistant answered, somewhat ungraciously, that he was not interested in going elsewhere. Feld frequently asked himself what kept him there, why did he stay? He finally told himself that the man, no doubt because of his terrible experiences as a refugee, was afraid of the world.

Q. 46. After his heart attack Feld feared that he would have to

- take in several employees to help him in his work.
- (2) teach his daughter, Miriam, the trade of shoemaking.
- (3) give up the business immediately and rest in a ho-pital.
- (4) sell his business for very little and live as a poor man.
- Q. 47. Sobel was #/an
- a vagabond.
- (2) Polish refugee.
- (3) already dismissed employee.
- (4) person already known to the shoemaker.
- Q. 48. Sobel was a man of frankness
- because he confessed that he knew nothing of shoe-making.
- (2) because he admitted that he was a poor man.
- (3) because he clearly said that he belonged to Poland
- (4) because he declared that he was a man of honesty.
- Q. 49. Feld trusted Sobel as
- (1) he left the money to the latter's care.
- (2) he sent him out on business errands:
- (3) he found that Sobel never told a lie
- (4) he felt that people of Poland were honest
- Q. 50 Feld was a man of conscience
- (1) because he had love for the poor.
- (2) because he wanted to sell his shoes at a low price.
- (3) because he telt that Sobe, could get a better salary elsewhere
- (4) because he had given employment to Sobel.

	ANSWERS								
1. (2) 5. (3) 9. (2) 13. (4) 17. (2) 21. (4) 25. (3) 29. (3) 33. (4) 37. (2)	2. (2) 6. (1) 10. (2) 14. (4) 18. (2) 22. (1) 26. (4) 30. (1) 34. (3) 38. (4)	3. (1) 7. (3) 11. (4) 15. (3) 19. (1) 23. (2) 27. (2) 31. (2) 35. (2) 39. (4)	4. (4) 8. (1) 12. (2) 16. (1) 20. (2) 24. (4) 28. (1) 32. (1) 36. (1) 40. (1)						
41. (4) 45. (1) 49. (1)	42. (2) 46. (4) 50. (3)	43. (1) 47. (2)	44. (3) 48. (1)						

# Constitution Of India

(Continued from page 43)

collegium of seven members is elected for a period of seven years to constitute the executive. By deciding to become a republic, andia has chosen the system of electing one of its citizens as its president—the Head of the State—at regular intervals of five years.

The Preamble proceeds to define the objectives of the Indian Republic. These objectives are four in number: Justice, Liberty, Equality and Fraternity. Justice implies a "harmonious reconcilement of individual conduct with the general welfare of society". The assence of justice is the attainment of the common good. It ambraces, as the Preamble proclaims, the entire social, economic and political spheres of human activity.

The term "liberty" is used in the Preamble not merely as a negative but also in a positive sense. It signifies not only the absence of any arbitrary restraint on the freedom of individual action but also the creation of conditions which provide the essential ingredients necessary for the fullest development of the personality of the individual. Since society is constituted by individuals, social progress depends on the progress of the individual. Hence it is in the interest of society to ensure the maximum liberty of thought and action of the individual rommensurate with social conditions and circumstances.

Liberty and equality are complementary. Equality does not mean that all human beings are equal, mentally and physically. It signifies equality of status, the status of free individuals and squality of opportunity. As the French Revolutionaries proclaimed: "Men are born and remain free and equal in rights. Social distinctions are based only upon public utility." Equality of opportunity implies the availability of opportunity to everyone to develop his or her potential capacities. The concept of equality that is envisaged in the Preamble, as it embraces both equality of status and of opportunity, is widest in scope.

Finally, the Preamble emphasises the objective of "fraternity" in order to ensure both the dignity of the individual and the unity and integrity of the nation. The necessity of the spirit of brotherhood among the citizens was first emphasised by the French Revolution, which adopted it along with liberty and equality as the toundations of the new social order that it aimed to establish. Ever since the French Declaration it has become a slogan of universal application In its Declaration of Human Rights, the United Nations proclaims: "All human beings are born free and equal in dignity and rights. They are endowed with reason and konscience and should act towards one another in a spirit of brotherhood," It is this spirit of brotherhood that is emphasised by the use of the term "fraternity" in the Preamble. In a country like India with many disruptive social forces, communal and caste, sectional and denominational, local and regional, linguistic and cultural, the unity and integrity of the nation can be preserved only through a spirit of brotherhood that pervades the entire country among all its citizens, irrespective of their differences. Through the establishment of a new nation based upon justice, liberty and equality, all must feel that they are the children of the same soil, of the same mother and members of the same fraternity.

The Preamble to the Constitution of India is one of the best of its kind ever drafted. A glance over the preambles of constitutions all the world over will show that both in ideas and ideals and in expression, ours is unrivalled. It embodies the spirit of the Constitution, the determination of the Indian people to unite themselves in a common adventure of building up a new and independent nation which will ensure the triumph of justice, where, equality and fraternity. Commending the beautiful form in which the Preamble is couched, one of the members in the Constituent Assembly rose to poetic heights when he said: "The Preamble is the most precious part of the Constitution. It is the soul of the Constitution. It is a key to the Constitution."

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# Facing The Interview Board

(Continued from page 52)

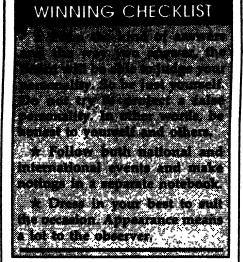
can argue it differently. I feel we are continuing with system that we had inherited from the British. A common personal law like the common penal law could be more appropriate. May be once enlightened, we may have a common personal law for all.

Comments: The candidate has a good grasp on her subject and her arguments are based on facts. On controversial issues, she is able to identify the priorities and select the best option revealing logic, decisiveness and originality. She has the courage to stand by her convictions and differ from others where warranted on merit. At the same time, she is considerate and understanding and readily agrees to look at the issues from the point of views of others also.

Fourth Member: Has India done the correct thing in carrying out the second Pokhran nuclear explosions at this juncture?

Rita: Assuming that carrying out nuclear explosions is necessary, it is better to do it sooner than later. We were all set to conduct nuclear test during Mr. Narashimha Rao's Prime Ministership, but the attempts failed because of American threats. Thus the necessity to conduct test has always been there. The present Vajpayee Government has taken the plunge and done what was essential for national security.

Fourth Member: Don't you think that with Pakistan also conducting nuclear tests our advantages have been lost?



Rita: First of all, Sir, I feel the Pakistan nuclear tests were stage-managed ones with US and Chinese connivance. I think Pakistan, on its own, would not have been able to conduct such nuclear tests so soon after India's tests. May be the Chinese and the Americans have done it on Pakistani soil to stall India's claims to enter the exclusive nuclear club of the Big Five.

Comments: The knowledge of the candidate In current affairs is sound, and she has kept herself up-to-date by following important national and international events and developments with intelligent interest. She has analysed the impact of Indo-Pak relations in

considerable depth and has put forward he honest views in a forthright and convincin manner. She is also frank about the doubl standards of nuclear powers. This candidate i bold, reveals foresight and imagination, an displays intellectual intergirty.

Fifth Member : Despite 51 years o Independence and preventive enactments, w are still witnessing 'sati' and dowry death in our country. How do you account for this and what remedies would you suggest?

Rita: These are social evils and cannot be cured by legislation alone, especially in a democratic set-up. People have to be educated and the intelligentia should set an example and give the lead in such matters Unfortunately, as our leaders and politica parties are keen on winning only elections they do not wish to tackle social reforms which could cost them votes. That is why many sociaevils, including untouchability, are stil thriving in our land. The answer is education full use of mass media and eradication o

poverty.

Comments: This candidate is keen intelligent and industrious and has been able to select worthy and realistic goals and work for their accomplishment with imagination resoluteness and dedication. She is sincere and honest in her efforts, displays a positive attitude and puts in a sustained and systematic effort to attain ultimate success. With her knowledge adaptability and example, she can provide strong leadership and win over others to her side Shi meets the challenges boldly and seeks out new responsibilities with enterprise and initiative. Slu will be an asset to any organisation. Selected and awarded top grading.

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# Management Aptitude Test

Continued from page 38)

70. (1): 
$$\frac{P+Q}{P-Q} = \frac{\frac{P}{Q}+1}{\frac{P}{Q}-1} = \frac{7+1}{7-1}$$
$$= \frac{8}{6} = \frac{4}{3}$$

72. (3): 
$$7 = \frac{17}{3} \times \frac{19}{6} + \frac{7}{3}$$
  
 $\frac{323 + 42}{18} = \frac{365}{18} = 20 \cdot \frac{5}{18}$   
73. (1): Suppose sum = P, S.I. = P

Rate % = 
$$\frac{P \times 100}{P \times 12}$$
 = 8  $\frac{1}{2}$ 

Rate % =  $\frac{P \times 100}{P \times 12}$  = 8  $\frac{1}{2}$ 74. (3) : S.P. = Rs. 1540, Gain = .12% C.P. =  $\frac{\text{S.P.} \times 100}{100 + \text{Gain}\%}$ 

$$= \frac{1540 \times 100}{112} = 1375$$
S.P. = Rs. 1540, Loss = 12%
C.P. =  $\frac{\text{S.P.} \times 100}{100 - \text{Loss}\%}$ 
=  $\frac{1540 \times 100}{100} = 1750$ 

∴ S.P. of both the radios = 3080 C.P. of both the radios = 3125 .. Net loss = Rs. 45

75. (2): Let S be the sum.

$$\therefore \frac{S \times 8 \times (3-2)}{100} = 56$$

$$\Rightarrow S = 700$$

76. (1) : S.P. of each marble =  $Re \frac{1}{12}$ Loss = 20%C.P. =  $\frac{1}{12} \times \frac{100}{80} = \frac{5}{48}$ If gain = 20%, then S.P. per marble

$$=\frac{5}{48}=20\% \text{ of } \frac{5}{48}=\frac{1}{8}$$

77. (3): 
$$\sqrt{x} = 8.2 - 7 = 1.2 \implies x = 1.44$$

78. (4) : 
$$\left(\frac{-1}{216}\right)^{-\frac{2}{3}} = \left(\frac{-1}{6^3}\right)^{-\frac{2}{3}} = \left(-\frac{1}{6}\right)^{-2}$$

$$= \frac{1}{\left(-\frac{1}{6}\right)^2} = \frac{1}{36} = 36$$

80. (1): 
$$\frac{\sqrt{5}}{2} - \frac{10}{\sqrt{5}} + \sqrt{125}$$

$$= \frac{5 - 20 + 2\sqrt{5}\sqrt{125}}{2\sqrt{5}}$$

$$= \frac{5 - 20 + 50}{2\sqrt{5}} = \frac{35 \times \sqrt{5}}{2\sqrt{5} \times \sqrt{5}}$$

$$= \frac{7}{2} \times \sqrt{5} = \frac{7}{2} \times 2.236$$

$$= 7 \times 1.118 = 7.826.$$

# Section III Data Analysis And Sufficiency

Directions (Qs. 81 to 86): Following six suestions are one the basis of the data iven in the following table, which gives he annual production (in thousands) of 5 products of a famous toy company.

Year	Ludo	Scrabble	Chess	Monopoly	Carrom
1992	200	150	78	90	65
1993	150	180	100	105	70
1994	180	175	92	110	85
1995	195	160	120	125	75
1996	220	185	130	135	80

Q. 81. What is the appromiate percentage ncrease in the production of Monopoly rom 1993 to 1995?

(1) 10

(4) 25

(3) 5 Q. 82. For which toy category, there has been a continuous increase in the production wer the years?

(1) Ludo

(2) Chess

(3) Monopoly

(4) Carrom

Q. 83. What is the percentage drop in the production of Ludo from 1992 to 1994?

(1) 30

(3) 20 (4) 10 Q. 84. For which of the following toys, he total production of all the 5 years is the naximum?

(1) Ludo

(2) Scrabble

(3) Chess

(4) Carrom

Q. 85. The production of Carrom in 1993 was what percent of the production of Chess n 1993 ?

(1) 80

(2) 70

(3) 35

(4) 20

Q. 86. For which of the following toys, the ratio of the production in 1996 to that in 1992 is the highest?

(1) Chess

(2) Ludo

(3) Monopoly

(4) Carrom

Directions (Os. 87 to 92): Following six questions are on the basis of the following table which gives data yearwise and disciplinewise for candidate selected in an industry (in thousands).

Year Discipline	1991	1992	1993	1994	1995	1996
Science	16	20	25	15	14	16
Arts	4	8	9	10	11	13
Commerce	8	12	12	11	15	13
Law	7	9	5	3	6	8
Computer						
Science	10	14	18	20	25	30
Others	1	1	2	1	1	1
Total	46	64	71	60	72	81

Q. 87. In which year for the first time, Computer Science discipline constituted more than 25% of the selected candidates?

(1) 1991

(2) 1992 (4) 1994

(3) 1993

Q. 88. Which discipline showed the greatest decline between 1992 and 1994 selections?

(1) Science

(2) Computer Science

(3) Arts

(4) Law Q. 89. In which year the percentage of science discipline candidates was the highest?

(1) 1991

(2) 1992

(3) 1993

(4) 1994

Q. 90. Which discipline has shown the greatest rate of increase in its selection from 1994 to 1996 ?

(1) Arts

(2) Computer Science

(3) Law

(4) Commerce Q. 91. For which discipline the total recruitment for all the 6 years is closest to the total recruitment for any year?

(1) Arts

(2) Computer Science

(3) Law

(4) Commerce

Q. 92. For which discipline there is no change between the candidates selected in 1991 and in 1996?

(1) Commerce

(2) Science

(3) Law

(4) Arts

Directions (Qs. 93 to 99): Following 7 questions are based on the following piechart which gives the expenditure incurred in printing a magazine.



Q. 93. What is the angle for the Sector representing paper cost?

(1) 10° (2) 38 (3)  $23\frac{1}{2}$ ° (4) 45°

Q. 91. What should be the central angle of the sector representing transportation charges?

(1) 4°

(2) 8.4°

(4) 14.4°

Q. 95. If the editorial content development cost is Rs 30,000, then the cost of transportation can be expected to be

(1) Rs. 4000

(2) Rs. 400

(3) Rs. 12000

(4) Rs. 2000

Q. 96. For a given issue of the magazine, the miscellaneous cost is Rs. 2000 and the print runs is 12500 copies. What should be the sale price if the publisher desires a profit of 5% ?

(1) Rs. 5

(2) Rs. 7.50

(3) Rs. 8

(4) Rs. 8.40

Q. 97. If for the same data as given in the previous question, the print-ruh were to be 50000 copies, the sale price per copy would have been

(1) Rs. 5

(2) Rs. 2

(3) Rs. 2.10

(4) Rs. 2.20

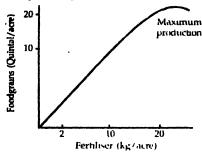
Q. 98. If the promotional costs for a given issue of the magazine is Rs. 9,000, then the total expenditure in bringing out that issue of the magazine is

- (1) Rs. 50,000
- (2) Rs. 1,00,000
- (3) Rs. 45,000
- (4) Rs. 60,000

Q. 99. For the same data as given inthe previous question, what is the cost of editorial content development?

- (1) Rs. 45,000
- (2) Rs. 30,000
- (3) Rs. 15,000
- (4) Rs. 20,000

Directions (Qs. 100 to 105): Following six questions are based on the following diagram indicating the relationship between fertiliser consumed (in kg/acre) to output (in quintals/acre).



Q. 100. If a farmer is having 5 acres of land and only 50 kg of fertiliser, which of the following will give the best yield?

- (1) 10 kg/acre
- (2) 20 kg in one acre and the remaining 30 kg over four acres
- (3) 20 kg each in two acres and remaining in three acres
- (4) All of the above will give the same yield.
- Q. 101. What is the angle that the limited portion of the graph is making with the x
  - (1) 30° (2) 45°  $(3) 60^{\circ}$ (4) 80°
- Q. 102. What is the angle that the later part of the graph is making with the y-axis? (2) 30° (1) 45° (3) 60° (4) 90°
- Q. 103. Increasing the fertiliser use, stops
- showing an improvement in procuctivity after
  - (1) 10 kg/acre (2) 20 kg/acre (3) Above 20 kg/acre (4) 2 kg/acre
- Q. 104. If a farmer had only 10 acres of farm land and only 100 kg of fertiliser, what could be his maximum yield in quintals?
  - (1)50(2) 100 (3) 150 (4)200
- Q. 105. The correlation between the foodgrain output and the fertiliser usage (fill at least upto 20 kg/acre) can be said to be
  - (1) Positive and close to 1
  - (2) Positive and small
  - (3) Negative and small
  - (4) Negative and close to 1

Directions (Qs. 106 to 120): In the following 15 questions there is a question followed by two statements A and B. Use the data given in statements A and B together with other facts of common knowledge to decide whether the statements are sufficient to answer the given question. Then choose answer

1. If you can get the answer to the given question from statement. A alone but not from P alone

- 2. If you can get the answer to the question from B alone but not from A alone
- 3. If both A and B together are required to answer the given question.
- 4. If more data is needed.

Q. 106. What is the area of the shaded part of the circle?

- A: The radius of the circle is 4
- B: x is 60°



Q. 107. What was Ram Gopal's income in 1990?

- A: His total income for 1988, 1989 and 1990 was Rs. 3,00,000.
- B: He earned 20% more in 1989 than what he did in 1988.
- Q. 108. is a quadrilateral ABCD a square?
- A. A pair of adjacent sides are equal.
- B: The angle enclosed by these equal adjacent sides is 90°.

Q. 109. A large corporation has 7,000 employees, what is the average yearly wage of an employee in the corporation?

- A: 4,000 of the employees are executives.
- B: The total wage bill for the company each year is Rs. 77,000,000
- Q. 110. is x > y?
- $A: (x + y)^2 > 0$ P: x is positive

Q. 111. How long will it take to travel from A and B? It takes 4 hours to travel from A to B and back to A.

- A: It takes 25% more time to travel from A to B than it does to travel from
- B: C is midway between A and B and it takes 2 hours to travel from A and C and back to A.
- Q. 112. What is x + y + z?
- A: x + y = 3B: y + z = 2
- Q. 113. Is a number divisible by 9?
- A: The number is divisible by 3
- B: The number is divisible by 27
- Q. 114. Is the integer K odd or even?
- B: 2K is even A: K- is odd
- Q. 115. Is a positive?
- $A: x^2 + 3x 4 = 0$ 
  - B: x > -2
- Q. 116. Do the points P and Q lie on the same circle with centre (0, 0)?
  - A: The coordinates of point P are (2, 3).
  - B: The coordinates of point Q are (4, 1)
  - Q. 117. Is 2" divisible by 8?
  - A: n is an odd integer
  - B: 11 is an integer greater than 5
  - **Q. 118.** Find x + y.
  - A: x-y=6
- B: 2x + 3y = 7
- Q. 119. How many books are on the bookshelf?
  - A: The bookshelf is 12 feet long
  - B: The average weight of each book is 800 gm.
  - Q. 120. Is x greater than y?
  - A: x = 2y
- B: x = y + 2

# **ANSWERS**

- 81. (2):  $\frac{20}{105} \times 100 = 19.04 = 20$

83. (4): 
$$\frac{20}{200} \times 100 = 10$$

- 84. (1): Total production from 1992 to 1996 in case of Ludo = 945, Scrabble = 850 Chess = 520, Carrom = 375
- 85. (2) : Suppose 70 = k% of 100 $\Rightarrow k = 70$
- 86. (1): Ratio of production in 1996 to that in 1992 in case of

Chess = 
$$\frac{130}{78}$$
 = 1.67

Ludo = 
$$\frac{220}{200}$$
 = 1.1

Monopoly = 
$$\frac{135}{90}$$
 = 1.5.

Carrom = 
$$\frac{80}{65}$$
 = 1.23

- 87. (3): 18 out of 71.
- 88. (4):  $\frac{6}{9} \times 100 = \frac{200}{3} \approx 67\%$
- 89. (3): Percentage of Science discipline candidates in

$$1991 = \frac{16}{46} \times 100 = 34.78$$

$$1992 = \frac{20}{64} \times 100 = 31.25$$

$$1993 = \frac{25}{71} \times 100 = 35.21$$

$$1994 = \frac{15}{60} \times 100 = 25$$

90. (3): Rate of increase in selections from 1994 to 1996 in case of

Arts = 
$$\frac{3}{10} \times 100 = 30\%$$

Computer Science = 
$$\frac{10}{20}$$
 = 50%

Law = 
$$\frac{5}{3}$$
 = 166.67%

Commerce = 
$$\frac{2}{11}$$
 - 18.18%

- 91. (4): Total recruitment for all the six years in case of Arts = 55, Computer Science = 117
  - Law = 38, Commerce = 71Total recruitment in 1993 = 71
- 92. (2): 16
- 93. (2)
- 94. (4):  $100\% = 360^{\circ} \implies 4\% = 14.4^{\circ}$
- 95. (1)
- 96. (4): 2% = Rs. 2000 ⇒ Total cost = Rs. 100000

∴ C.P. per copy = 
$$\frac{100000}{12500}$$
 = Rs. 8  
S.P. per copy = Rs. 8.40

97. (3) : C.P. per copy =  $\frac{100000}{50000}$  = Rs. 2

S.P. per copy = Rs. 2.10

98. (1): 
$$18\% = 9000$$

$$\Rightarrow \text{Total cost} = \frac{9000 \times 100}{18} = 50000$$
99. (3):  $18\% = 9000$ 

$$\Rightarrow 30\% = \frac{9000}{18} \times 30 = 15000$$
100. (4) 101. (2) 102. (4) 103. (2)
104. (2) 105. (1)
106. (3): (A) Area of the circle =  $\pi r^2 = 16\pi$ 

$$\therefore 360^\circ = 16\pi$$

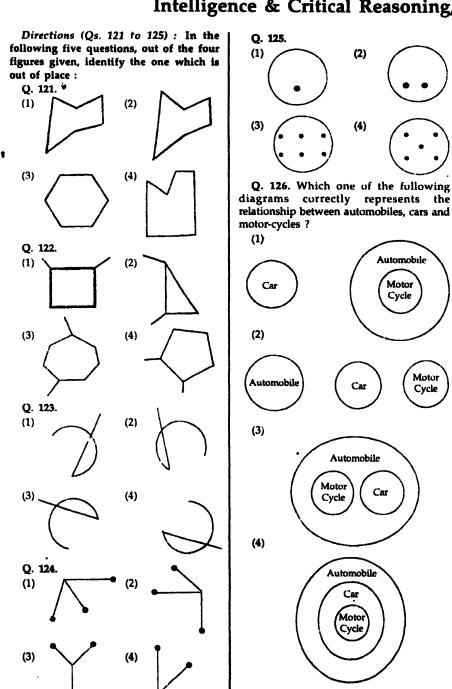
$$\Rightarrow 60^\circ = \frac{16\pi}{6} = \frac{8\pi}{3}$$
= Required area

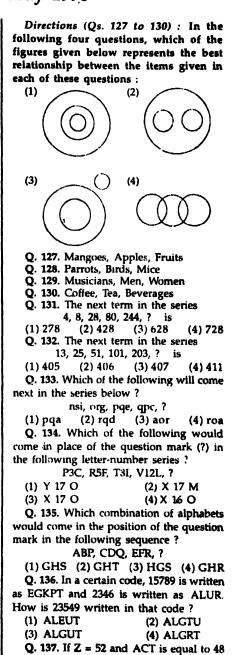
⇒ 
$$(x + 4) (x - 1) = 0$$
  
⇒  $x = -4$  or  $x = 1$   
(B) ⇒  $x > -2$   
∴ (A) & (B) ⇒  $x = 1$ .  
116. (3): If O (0, 0) is the centre, then the radius = OP = OQ  

$$OP = \sqrt{4 + 9} = \sqrt{13}$$

$$OQ = \sqrt{16 + 1} = \sqrt{17}$$
which is absurd.  
This shows that the points do not lie on the same circle.  
117. (2) 118. (3) 119, (4) 120. (3)

# Section IV Intelligence & Critical Reasoning, May 1998





then BAT will be equal to

(2)41

(3)44

(1)39

(4)46

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Q. 138. If the word MARCH is written as HCRAM, then what does ELBAC stand for ?

(1) TABLE

(2) CABLE

(3) APRIL

(4) LANES

Q. 139. In a certain code, PROSE is written as PPOQE. How would LIGHT be written in that code?

(1) LIGPT (3) LGGFT (2) LGGHT

(4) JIEHR

Q. 140. In a certain code, ROAD is written as URDG. How is SWAN written in that code?

(1) VXDQ

(2) VZDQ

(3) UXDQ

(4) VZCQ

Directions (Qs. 141 to 145): These questions are to be answered on the basis of the given data.

A team of 3 reports is to be chosen from amongst two groups. Group X has as its members, M, N, O and P and group Y has as its members A, B and C. The selected team must have one member from each group. In addition,

O refuses to work unless A works.

If M works, then B works.

C will not work, if M works.

If O does not work, M will not work.

Q. 141. Which of the following teams cannot be selected?

(1) MOA only (2) MBC only (3) NPC only (4) MOA, MBC and NPC Q. 142. Who else can be there in the team

of which A is a member?

(1) AB (2) ON (3) PC (4) NB

Q. 143. Which of the following cannot work with M?

(1) N

(3) P (4) A

Q. 144. A team having B and C will also have

(1) only N

(2) only O

(3) N, O and P (4) only O and P

Q. 145. Which of the following statements is true?

a - If N works, A will work

(2) O

B - If N works, P does not work

y - O may not work with A and B

(1) a only

(2) β only

(3) α and β only (4)  $\alpha$ ,  $\beta$  and  $\gamma$ 

Q. 146. How many terms of the series,

3, 9, 27 ..... will add up to 363?

(2)6, (3)7

Q. 147. The second term of a geometric progression is  $\frac{2}{3}$  and the fifth term is  $\frac{16}{81}$  Find the seventh term.

(1)  $\frac{32}{729}$  (2)  $\frac{16}{512}$  (3)  $\frac{15}{524}$  (4)  $\frac{64}{729}$ 

Q. 148. If the sum of n terms of an arithmetic progression is 3n2 + 2n, what is the rth term?

(1) 6r + 1

(2) 6r - 1

(3) 3r + 1

/ (4) 3r - 1

Q. 149. The sum of the series

$$1 + \frac{1}{2} + \frac{1}{4} + \frac{1}{8} + \frac{1}{16} + \dots \infty \text{ is}$$

$$(1) 2 \qquad (2) 4 \qquad (3) 8 \qquad (4) \infty$$

Q. 150. If  $x = \sqrt{6 + \sqrt{6 + \sqrt{6 + \dots}}}$ the value of x is given by

(1) 2

 $(2)^{3}$ 

Directions (Qs. 151 to 150): In the following five questions, you are given two statements followed by two conclusions A and B. You have to take the statements to be true even if they appear to be at varieance from commonly known facts. Choose your answer as

1. If only conclusion A follows.

2. If only conclusion B follows.

3. If either A or B follows.

4. If neither A nor B follows.

Q. 151.

Statements:

All pilots are brave men.

All astronauts are pilots.

Conclusions:

A. All astronauts are brave men.

B. Some pilots are astronauts.

Q. 152.

Statements:

Many books are rocks.

All rocks are clips.

Conclusions:

A. Some books are clips.

B. No rock is a book.

Q. 153.

Statements:

Some kites are horses.

All horses are dogs.

Conclusions:

A. All dogs are horses.

B. Some dogs are horses.

Q. 154.

Statements:

All poets are readers.

No reader is wise.

Conclusions:

A. No poet is wise.

B. All readers are poets.

Q. 155.

Statements:

Some trees are horses.

Biscuit is a tree.

Conclusions:

A. Biscuit is not a tree.

B. Some horses are trees.

Directions (Qs. 156 to 160): In the following five questions, there is a statement followed by two assumptions. You have to choose

1. If only assumption A is implicit.

2. If only assumption B is implicit.

3. If either A or B is implicit.

4. If neither A nor B is implicit.

O. 156.

If it is easy to become an engineer, then I do not want to be an engineer.

Assumptions:

A: An individual aspires to be a professional.

B: One desires to achieve a thing which is hard-earned.

Q. 157.

Statement :

Who is brother of Balu?

Assumptions:

A: Balu is Arun's brother.

B: Balu's father is the husband of Arun's

Q. 158.

Statement : `

What will be the total weight of 10 poles, each of the same weight.

Assumptions:

A: One-fourth of the weight of the poles is 5 kg.

B: The total weight of three poles is 20 kilograms more than the total weight of two poles.

Q. 159.

Statement:

What is Manohar's birthday?

Assumptions:

A: Manohar's father was born on 15-8-47.

B: Manohar is 25 years younger than his mother.

Q. 160.

Statement:

Ashok'is shorter than Anil. Sunil is taller than Sudhir. Who is the shortest among them?

Assumptions:

A: Anil is shorter than Sudhir.

B: Anil is taller than Sunil.

# **ANSWERS**

121.(3): All the sides are equal in (3).

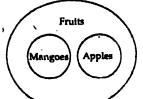
122.(3): In other figures, bars are attached to two adjacent vertices.

123. (2): While constucting this figure, you move your pen ACW. In other cases, you move the pen CW.

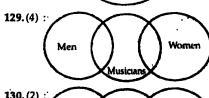
124.(1): None of the angles formed is a right-angle in this case.

125.(3): It contains composite number of dots (i.e. 6).

127.(2):



128.(3): Mice Birds **Parrots** 



130.(2) : Coffee Tea 131.(4): The sequence in the given series is  $\times 3 - 4 \times 3 + 4 \times 3 - 4 \times 3 + 4 \times 3 - 4$ 

132.(1): The sequence in the given series is  $\times 2 - 1, \times 2 + 1, \times 2 - 1, \times 2 + 1, \times 2 - 1.$ 

. · 133.(4) :1st letter moves +1 step, 2nd letter moves -1 step. 3rd letter moves -2 steps.

134. (3) :1st letter moves +2 steps, 3rd letter moves +3 steps. The middle number moves +2, +3, +4, +5 steps.

135.(1) : lst and 2nd letters move +2 steps. 3rd letter moves +1 step.

136.(3)

137. (4) :Z - 52, ACT = A + C + T -2+6+40=48 $\therefore$  BAT = B + A + T = 4 + 2 + 40 = 46 (Here A = 2, B = 4, C = 6, D = 8, ...)

138. (2) : Letters are being written in reverse order.

139.(3): Second and fourth letters move -2 steps

140. (2) : Each letter moves +3 steps.

141.(2): If M works, then C will not work.

143. (1&3) 144. (1) 145. (3)

146. (1): Given series is a G.P. with first term 3 and common ratio 3.

Suppose sum to n terms is 363.  $\therefore$  a = 3, r = 3, S<sub>0</sub> = 363

$$\Rightarrow S_n = \frac{a(r^n - 1)}{r - 1} \ (r > 1)$$

$$= 363 = \frac{3(3^{n} - 1)}{3 - 1}$$

 $\Rightarrow$  3<sup>n</sup> · 243 - 3<sup>5</sup>  $\Rightarrow$  n = 5

147. (4) : Suppose the given G.P. is

a, ar, ar<sup>2</sup>, ..., ar<sup>n-1</sup>,.....

$$\therefore \text{ ar } = \frac{2}{3}, \text{ ar}^4 = \frac{16}{81}$$

$$\Rightarrow a^4r^4 = \frac{16}{3} \Rightarrow a^4r^4 = ar^4 \Rightarrow a^3 = a^4r^4 \Rightarrow a^4r^4 = ar^4 \Rightarrow a^3 = a^4r^4 \Rightarrow a^4r^4 = ar^4 \Rightarrow a^3 = a^4r^4 \Rightarrow a^3 \Rightarrow a^3 = a^4r^4 \Rightarrow a^4r^4$$

$$\Rightarrow a^4r^4 = \frac{16}{81} \Rightarrow a^4r^4 = ar^4 \Rightarrow a^3 = 1$$
$$\Rightarrow a = 1$$

$$\therefore a = 1, r = \frac{2}{3}$$

 $\Rightarrow$  Seventh term = ar<sup>6</sup> =  $\left(\frac{2}{3}\right)^6$ 

148.(2):  $S_n = \frac{n}{2} [2a + (n-1)d] = 3n^2 + 2n$ 

$$\Rightarrow \frac{1}{2} [2a + (n-1)d] = 3n + 2$$

$$\Rightarrow$$
 a +  $\left(\frac{n}{2} - \frac{1}{2}\right)$  d = 3n + 2 ...(1)

$$\therefore (1) \Rightarrow a + (r - 1)d = 3(2r - 1) + 2$$
$$\Rightarrow T_r = 6r - 1$$

149. (1) : 
$$a = 1$$
,  $r = \frac{1}{2}$  < 1

$$\therefore S_{-} = \frac{a}{1-r} (r < 1)$$

$$= \frac{1}{1-r} = 2$$

⇒ 
$$x = \sqrt{6 + x}$$
 ⇒  $x^2 = x + 6$   
⇒  $x^2 - x - 6 = 0$  ⇒  $(x - 3)(x + 2) = 0$   
=  $x = 3$ ,  $x = -2$ 

151.(1) :Conclusion cannot contain the middle term (pilots).

152.(1): If both the premises are affirmative, conclusion cannot be negative.

153.(4): No conclusion can be drawn, since both the conclusions contain the middle term (horses).

154.(1): If one of the premises is negative, conclusion must be negative.

155.(4): No conclusion can be drawn, since both the conclusions contain the middle term (tree/trees).

156.(2)

157.(4): Arun may be sister of Balu.

158.(3) :(A)  $\Rightarrow$  Weight of each pole = 20 kg ⇒ Weight of 10 poles = 200 kg

(B)  $\Rightarrow$  3 x = 2 x + 20  $\Rightarrow$  x = 20 where x =Weight of each pole. ⇒ Weight of 10 poles = 200 kg

159.(4):15-8-1972. Both A and B together are implicit.

160.(1):(A)  $\Rightarrow$  Ashok < Anil < Sudhir < Sunil ⇒ Ashok is the shortest

> (B) ⇒ Anil > Ashok Anil > Sunil > Sudhır

⇒ Either Ashok or Sudhir is the shortest

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# General Knowledge Encyclopedia

# North-East Deserves A Better Deal

The only time the North-East used to come to the notice of the rest of India was when the Brahmaputra was in spate flooding villages and towns, mopping up precious lives and property in one go. Then came the unexpected, yet another flood of, or rather wave after wave of Chinese troop sweeping across what was then known as NEFA.

North-East Frontier Agency (and today's Arunachal Pradesh), and a traumatised Pandit Jawaharlal Nehru went on the air bemoaning, "Our hearts go out to the people of Assam..." as India was caught napping by the Chinese aggression in 1962. In the 90s the North-East still makes the news only when the militants strike wherever they choose, be it in Assam, Tripura, Nagaland, Mizoram, Manipur...

That is all the rest of India knows about the Seven Sisters. At the fag-end of 1998, a note prepared by the Union Home Ministry has "discovered" that the insurgency in the North-East has been caused by "poor governance by the State Governments in the region as a result of which the ISI of Pakistan has spread its tentacles in at least four States-Assam, Manipur, Nagaland and Tripura". The Home Ministry concedes that there is more to insurgency than a mere law and order problem: the chronic feeling of "neglect" by the powers that be. And the marginalised youth let off their pent-up steam through such

outlets as unbracled militancy or drug addiction as in Manipur; and there are enough troublemakers within and without to exploit the feelings of alienation among the different sections of the people in the North-Eastern States.

The very fact of the North-East having become a cauldron of simmering troubles and Prime Minister after Prime Minister seeking to mollily the feelings of the estranged with "packages" of multiple programmes goes to show that there is a grim, if not a belated, realisation that the long-neglected North East deserves a better deal and needs to be an integral part of the national mainstream.

The North-East comprises the States of Assam, Arunachal Pradesh, Manipur, Meghalaya, Tripura, Mizoram and Nagaland. If the different States bristle with problems galore, they also present a cornucopia of plenty if only the local people are given opportunities and if only the local resources are exploited to the optimum extent to benefit the region and the, country at large. Problems are not peculiar to any State in India and to the extent the feelings of the people of a particular State are ignored, there are bound to be

rumblings of discontent, and here as elsewhere elements from outside the international borders are bound to stoke the embers to gain their long-term objectives of destabilising the country.

There are enough common features that bind the Seven Sisters and enough dissimilarities that divide them, and

there could be States within States from the points of ethnic differences and other socio-economic factors. The Government is also aware that to the extent the authorities go ahead with programmes to tackle the manifold problems of the region, to that extent militancy and violence would subside, a fact explained by the "forward moves" made by at least three Prime Ministers in 1996, 1997 and 1998.

A close look at the potential and problems of each State shows that the rest of India or the powers that be have not given it the due attention it richly deserves. Precious little has been done by the Centre to help the Assamese tide over the disastrous floods year after year. We have chosen to abandon them to their yearly ordeal that leaves its economy haywire with losses running to crores of rupees, sparing not even the sanctuary that is home to the one-horned rhinos. Here is a State unique in many respects. Assam, whose tea gardens numbering 848 in all and occupying 2.30 lakh hectares.

not even the sanctuary that is home to the one-horned rhinos. Here is a State unique in many respects. Assam, whose tea gardens numbering 848 in all and occupying 2.30 lakh hectares, contributes about 15 per cent of the world's tea production. The State is also rich in petroleum and natural gas. Assam produces varieties of silk, ert, muga, tassar and mulberry. Muga is a non-mulberry silk and it is produced nowhere

else in the world except in Assam.

Manipur, which became a full-fledged State on January 21, 1972, is known for its biodiversity, with its richness in terms of rare plants, trees and fauna. The region is home to the rare brown antiered deer, called Sangal. Here you also find the Shiroy Lily, the paradise-flower not to be found anywhere else in the world. Meghalaya is yet another State rich in biogenetic material.

In terms of economic development and infrastructure, a lot still remains to be done to make the region catch up with the rest of India. Manipur found a place in the railway map of India only in May 1990 when the railhead was opened at Jiribam. Agartala, capital of Tripura, is yet to find a place on the railway map of the country, though trains come up to Kumarghat in North Tripura District.

There is a lot of scope for horticultural development in



N.G. Dingko Singh
The Asian Games boxing gold
medallist hails from Manipur

the entire North-East. For instance, Assam is known for its orange and other citrus fruits, banans, pineapple, guava, jackfruit and mango. Similarly, Meghalaya is known for its oranges, pineapple, banans, jackfruit, plum, pears and peaches. The State is also known for cash crops like potato, turmeric, ginger, pepper, arecanut, banans, tapioca and the like.

The tourist potential of the North-East is yet to be exploited. One might say that tourism could be promoted systematically only when the threat of militancy recedes. True enough. Conversely, militancy will not subside unless development catches up with other sectors. It is the same old argument: Which comes first—the egg or the chicken? For all we know, the Centre has to tackle both development and militancy simultaneously.

On his first visit to Assam a few weeks after he became the Prime Minister, Mr. Atal Behari Vajpayee said that the Centre might consider any suggestion to amend the Constitution to accommodate the demands of underground groups of the North-East and to facilitate talks with them. Likewise both of his predecessors, Mr. Deve Gowda and Mr. I.K. Gujral, offered massive economic package of

Rs. 6,100 crore while extending an unconditional invitation to the militant groups to amicably solve the insurgency problems. Mr. Gowda promised that a cell would be set up in the Reserve Bank of India under the Deputy Governor to ensure that a credit system operates efficiently in the North-East Region and that adequate credit is made available to the industry.

agriculture and self-employment schemes. He had also promised that all the Central Ministries would earmark 10 per cent of their budget for different programmes in the North-East. With the UF Governments collapsing before their stipulated terms, it is anybody's guess whether these promises have either run aground or taken wings.

It would appear that in the context of the peremptory need to mainstream the North-East with the rest of India and contain the periodical bouts of violence and militancy, the authorities have to take to the traditional carrot-andstick policy. While the development of the entire region descrives to be accorded the utmost priority, the Government can ill-afford to let extremists get away with unbridled violence and let the nefarious outfits beyond the international borders to collude with the disgruntled elements within to subvert India's sovereignty and the little progress the region has achieved over the years. The very racial mosaic of each State gives rise to friction and consequent fear and anxiety triggering violence. More than 650 people, including officials, employees, teachers, contractors, traders, tea garden managers and others were kidnapped by the tribal militant groups in Tripura between 1994 and 1996 and, out of this huge number, at least 50 hostages were done to death by the captors. A major cause of unrest in Tripura as elsewhere in many other parts of North-East is the running sore of illegal migrants and the host of militant outfits like the National Liberation Front of Tripura (NLTF), the All Tripura Tribal Force (ATTF), the Tripura Resurrection Army (TRA) and the Tripura Tribal Defence Force (TIDF) and the like would not like "the outsiders" who have entrenched themselves in the State to snatch away the lion's share of the cake that should legitimately belong to the sons and daughters of the soil.

If each State vies with other in the enormity of violence, how on earth each can catch up with the rest of India? Assam has been rocked by unlimited violence over the years. Blind with anger and seething with vengeance, almost each group—the ULFA, the Bodo groups, the Bengal Tiger Force and several others—is on a killing spree. The victims could be anyone: the BSF or CRPF personnel, police personnel, militants themselves and innocents, all dying in dozens and scores. Everyone and everything could be a target of militant strike: Ministers, railway stations, trains like the Brahmaputra Mail and even the Rajdhani Express.

On December 30, 1996, at least 300 people were killed and many injured when a powerful bomb, planted by suspected Bodo extremists, blew up three crowded coaches of the Delhi-bound Brahmaputra Mail at Chechamukh in the Bodo heartland of Kokrajhar district of

Assam.

One hears of ceasefire in Nagaland but where people tend to distrust each other, the durability of any kind of ceasefire remains a pipe dream. The army called off its unilateral ceasefire in April 1998 agreed upon with the Khaplang faction of the National Socialist Council following the ambushing of nine Assam Rifles troopers. While



North-Eastern Chief Ministers (l to r), B.B. Lyngdoh, Meghalaya, Gegong Apang, Arunachal Pradesh, P.K. Mahanta, Assam, S.C. Jamir, Nagaland and Pawan Chamling, Sikkim at the development meeting in New Delhi on May 8, 1998

different political parties promote violence for short-term gains, some groups like the Naga Mothers' Association complain that the Army has been rounding up innocent citizens,

There couldn't be any agenda for discussion with ultras beyond the "four walls of the Constitution". It is quite understandable that the ethnography and the anthropological diversity of the region, with its Tibeto-Mongloid heritage, is yet to sink into the mindset of both the policy-makers and administrators before they formulate plans for the well-being of the people in the North-East region. The sub-nationalism of the entire North-East is still to merge with Indian nationalism. Adding to the alienation of more than five decades has been the indifference shown all along to the development of the region.

If there is a political will on the part of all—the Central Government and the various state governments on the one hand and the different militant groups operating in different States on the other—there is nothing under the sun that cannot be resolved in an atmosphere of total mutual trust. Neither the Government nor the militants can find a solution to the chronic problems of the region through force. That the last fifty-one years have been marred more by betrayals—each passing the buck to the other—explains the simmering cauldron North-East has become. Let better sense prevail with all so that the chasm that divides the North-East from the rest of India is closed for ever.

# Latest In General Knowledge



NABARD: National Bank for Agriculture and Rural Development.

The National Bank for Agriculture and Rural Development has sharply reduced the interest rate on refinance provided for various agencies for term loans exceeding three years under minor irrigation schemes, with effect from December 1, 1998.

CPCB: Central Pollution Control Board.
The Central Pollution Control Board has ordered closure of some industrial units for not maintaining their pollution control devices.



Swami Vivekananda's Birth Anniversary: The 135th birth anniversary of Swami Vivekananda was celebrated on January 12, 1999.

Guru Gobind Singh's Birth Anniversary: The birth anniversary of 10th Sikh Guru Gobind Singh was celebrated on January 5, 1999.

Louis Braille's Birth Anniversary: The 109th birth anniversary of Louis Braille was observed on January 4, 1999. Louis Braille, a Frenchman who was accidentally blinded at the age of three and who invented a system of writing for the blind which is called *Braille*.

CRPF Raising Day: The 59th Raising Day of the Central Reserve Police Force (CRPF) was celebrated on December 28, 1998.

Madan Mohan Malviya's Birth Anniversary: The 138th birth anniversary of Madan Mohan Malviya was celebrated on December 25, 1998. Mirza Ghalib's Birth Anniversary: Mirza Asadullah Khan Ghalib's bicentennial birth anniversary was celebrated on December 13, 1998.



Chairman, Chiefs of Staff Committee: The Chief of Army Staff, General V.P. Malik took over as the Chairman of Chiefs of Staff Committee (COSC) on December 31, 1998.

Chief of Air Staff: Air Chief Marshal Anil Yashwant Tipnis took over as the Chief of Air Staff on December 31, 1998 succeeding Air Chief Marshal Satish Kumar Sareen.

Chief of Naval Staff: Admiral Sushil Kumar, Flag Officer Commanding-in-Chief, Southern Naval Command, took over as the new Chief of Naval Staff on December 30, 1998 replacing Admiral Vishnu Bhagwat.

Vice Chief of Air Staff: Air Marshal P.S. Brar was appointed Vice Chief of Air Staff on January 3, 1999. Commissioned as a fighter pilot in the IAF on December 15, 1960, Air Marshal Brar was serving as Air Officer Commanding-in-Chief, Eastern Air Command.

Secretary, Defence: Mr. T.R. Prasad, a 1963 batch IAS officer of Andhra Pradesh cadre, took over as the new Defence Secretary on January 1, 1999. Mr. Prasad, who was earlier Secretary, Industrial Policy and Promotion, swapped places with Mr. Ajit Kumar, previous Defence Secretary.

Director, CBI: Mr. R.K. Raghavan, Director-General of Police (Vigilance) in Tamil Nadu, has been appointed Director of the Central Bureau of Investigation (CBI) replacing Mr. Trinath Mishra, who has been shifted to Cabinet Secretariat as Officer on Special Duty (OSD).

Prime Minister, Peru: Peruvian President Alberto Fujimori has named Victor Joy Way, a long-time Fujimori loyalist and current

> head of Congress, as Prime Minister of Peru, replacing Mr. Alberto Pandolfi.

Deputy Speaker,
Lok Sabha:
Mr. Padannatha
Muhammad Sayeed,
a ninth term member
of the Lok Sabha
from Lakshadweep,
was unanimously
elected Deputy
Speaker of the
Lok Sabha, on
December 17, 1998.

Director, Enforcement Directorate:
Mr. Inderjit Khanna,
a 1966 batch IAS
officer of the

Rajasthan cadre, has been appointed the new Director of the Enforcement Directorate, replacing Mr. M.K. Bezbaruah.

Chairman, IDBI: Mr. G.P. Gupta, former UTI Chief, is the new Chairman of IDBI.

President, PHDCCI: Mr. Ashok Khanna, Chairman and Managing Director of Khanna Watches Ltd, has been elected President of the PHD Chamber of Commerce and Industry for the year 1998-99.

Ambassador to Denmark: Mr. Shashank, Indian's Ambassador to South Korea, was appointed the Indian Ambassador to Denmark, on January 4, 1999.

Members, TRAI: Mr. U.P. Singh, an Indian Revenue Service officer of 1963 batch, and Mr. Arun Sinha, IAS, have taken over as members of the Telecom Regulatory Authority of India (TRAI).



Inside CBI: Written by the former Director of the Central Bureau of Investigation (CBI) Mr. Joginder Singh, the book reveals some unknown facts about several sensational corruption cases and scams that Mr. Singh looked into during his tenure. One of the important chapters in the book entitled 'The Foddar Scam' says, "After the investigation, holistic view of the scam reveals that despite loud voices of protest since 1985 against fraudulent activities prevailing in the AHD, the Government of Bihar did not initiate any action to curb them."

Freedom Song: The book written by Amit Chaudhuri is set in 1992, when communal riots were sparked off after the Ayodhya incident. Two ageing women move ir talking around a house in Calcutta, watching life pass them by, almost oblivious to realities. For them arthritis, the servants family memories, snatches of songs seem far more tangible in this world than utter realities outside. Chaudhuri says, "Freedom Song is about absences—young people of a certain class go away from Calcutta This is a novel about those who remain but feel the absences of those who have gone away."

Kanya—Exploitation of Little Angels Written by Ms. V. Mohini Giri, it is a revolutionary book in the field of women's studies. It exposes the bitter realities about the conditions of girls subjugated to prostitution at a young age. The book critically analyses the mode of trafficking and the society's response to it.

The Collins History of The World In The Twentieth Century: The book is written by JAS Grenville. It gives detailed global history in the twentieth century which may be called the history's bloodies century.



Air Chief Marshal A.Y. Tipnis (R), with the outgoing Air Chief Marshal S.K. Sursen after taking over as the new Chief of Air Staff on December 31, 1998



National Commission for Women: The National Commission for Women has launched an awareness campaign on the menace of dowry. Called the 'Dahej Mukt Abhiyan', the campaign is aimed at sensitising people on the issue and projects dowry as harmful to the image, dignity and empowerment of women.



Bill For Defence Personnel For Proxy Voting Tabled: Law Minister Mr. Thambi Durai introduced in Lok Sabha the Election Laws (Amendment) Bill, 1998, seeking to provide the option to members of the armed forces or paramilitary forces to cast their votes either in person or through postal ballot or through proxy voting on December 22, 1998. The Bill provides changes in Section 60 of the Representation of the Peoples' Act, 1951. Under this provision, over 2.5 million personnel deputed in some of the remotest and most difficult terrains of the country will get an opportunity to cast their votes by proxy in elections.

MeU on Admiral Gorshkov Aircraft Carrier Signed: India signed a Memorandum of Understanding with Russia for possible purchase of 44,500-tonne aircraft carrier Admiral Gorshkov on December 21, 1998.

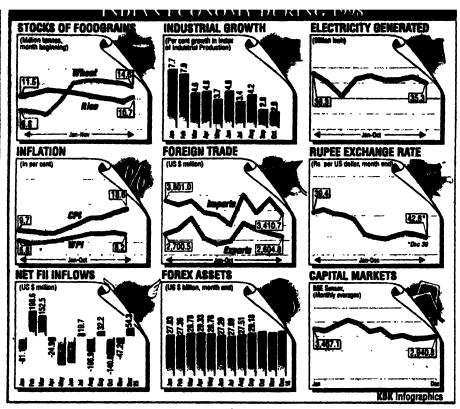


India, Nepal Renew Transit Treaty: India and Nepal renewed a transit treaty providing land-locked Nepal access to Indian sea ports through 15 points on the border for another seven years on January 5, 1999.

US, EU Embargo Ends: According to Apparel Export Promotion Council (AEPC), an embargo on import of certain type of garments, including shirts and blouses from India, by the US and European Union (EU) has automatically ceased from the New Year. The embargo was emposed by the US and EU as Indian exporters over-utilised the 1998 import quota for specified categories in these countries. It has now been relaxed automatically with the new quota coming into effect.

Rs. 1,74,915 Crore FDI Since 1991: Industry Minister, Mr. Sikandar Bakht told Rajya Sabha on December 21, 1998 that the Foreign Investment Promotion Board (FIPB) has cleared storeign collaboration projects worth Rs. 1,74,915 crore from 1991 to October 1998

SBI Concludes 5-Million Euro Deal With ABN: The State Bank of India (SBI) and ABN-Amro Bank concluded the first interbank deal in the Euro currency, on January 1, 1999. The SBI-ABN deal for EUR (the symbol for the euro) 5 million has



been struck at a reference price of \$1.7 to Euro.

Forex Reserves: India's foreign exchange reserves rose to \$29.967 billion on December 24, 1998 from \$29.746 billion in the previous week, the RBI said on December 31, 1998.

India, Sri Lanka Free Trade Pact: India and Sri Lanka signed a free-trade agreement that will eliminate customs tariffs between the two countries over several years. The deal was signed by India's Foreign Minister, Mr. Jaswant Singh and Sri Lankan President, Ms. Chandrika Kumaratunga in New Delhi on December 28, 1998.

Government Raises Customs Duty on Gold: In order to incur additional revenue, the Union Government has raised the customs duty of gold to Rs. 400 from the prevailing Rs. 250 per 10 grams.

Indica Car Launched: Telco's indigenously designed and developed car Tata Indica was launched by the Chairman of Tata Group, Mr. Ratan Tata in Mumbai on December 30, 1998. The ex-showroom price of India is Rs. 2.63 lakh (Petrol version) in Mumbai and 2.59 lakh in Delhi. The price of the simple diesel version of Indica will be Rs. 2.90 lakh in Mumbai and 2.85 lakh in Delhi. The diesel (air-conditioned deluxe model) is priced at Rs. 3 lakh and the diesel deluxe at Rs. 3.99 lakh in Mumbai, and at Rs. 2.95 lakh and Rs. 3.90 lakh respectively in Delhi.

Insurance Regulatory Authority Bill: The Government introduced the Insurance Regulatory Authority (IRA) Bill in Lok Sabha on December 15, 1998. The Bill seeks to open the insurance sector to private sector

including foreign companies. The Bill also incorporates provisions that will remove the monopoly status granted to GIC and LIC.

Pakistan's Trade Deficit with India: Pakistani economic officials have recorded a Rs. 276-crore (\$60 million) deficit in bilateral trade with India during the 1997-98 financial year. According to the Export Promotion Bureau (EPB) officials, Pakistan exported Rs 415 crore (\$90 million) to India and imported from it Rs. 690 crore (\$150 million) worth of products. Pakistan sold 25 items to India while it purchased 26 items in 1997-98. Sugar, fruit and vegetables were the major exports and they fetched Rs. 345 crore (\$75 million)



Upper Age Limit for Civil Services Recruitment Raised: According to an official release, general orders have been issued increasing the upper age limit by two years, from 28 to 30 years for recruitment to Central Civil Services and other civilian posts through direct open competitive examinations conducted by the UPSC or SSC or any other authority. The general order will come into effect from April 1, 1999. The increase in the upper age limit is not applicable to recruitment to Armed Forces or Paramilitary Forces. This will also not be applicable to direct recruitment to any Central Civil Services or civilian posts for which action has already been initiated through advertisement or otherwise before April 1, 1999.



Bharat Ratna: Veteran freedom fighter and Socialist leader, Lok Nayak Jayaprakash Narayan was named recipient of India's highest civilian award on December 23, 1998, Bharat Ratna (posthumous). He is the 35th recipient of this award.

Vyas Samman: Noted Hindi writer Mr. Gobind Mishra was awarded the Vyas Samman 1998, for his book Paanch Angano Wala Ghar on December 20, 1998. The award is given by the K.K. Birla Foundation to an outstanding work in Hindi, published during the last ten years.

Asiatic Society Award: Dr. Haripriya Rangarajan, wife of Andhra Pradesh Governor Dr. C. Rangarajan, was awarded the Asiatic Society's Silver medal for the year 1998 in recognition of her book Varaha Images in Madhya Pradesh — An Iconographic Study 1997 on December 23, 1998.

Bihari Puraskar: Dr. Vishwambhar Nath Upadhyaya, a former Vice-Chancellor of Kanpur University, has been awarded the Bihari Puraskar in recognition of his novel Wishwabahu Parashuram. The Puraskar awarded by the K.K. Birla Foundation for an outstanding work in Hindi by a Rajasthani writer carries Rs. 75,000 as award money.

Commonwealth Award: The Assistant Commissioner of the Guwahati-based Kendriya Vidyalaya Sanghathan, Dr. Lalit Kishore, has bagged the 1998 Commonwealth Award in recognition of his teaching of his innovative methods in science education Dr. Kishore won the award for the seventh time from among educators of science, mathematics and technology working at primary, secondary and tertiary levels in 52 Commonwealth countries, a Sangathan release said on lanuary 5, 1999.

National Productivity Award: The National Productivity Award for the year 1996-97, given by the National Productivity Council for the best productivity performance in fertilisers in the country was awarded to Gujarat State Fertilisers & Chemicals (GSFC), Vadodara, at a function in New Delhi in January 2, 1999.

JRD Tata Corporate Leadership Award: Director-General of the Council of Scientific and Industrial Research (CSIR), Mr. R.A. Mashelkar has been selected for the JRD Tata Corporate Leadership Award 1998 in recognition of his "outstanding leadership in transforming CSIR and intensifying science-business links". This is the first time that a scientist has been chosen for this award.

Meghnad Saha Medal: The Meghnad Saha Medal for the year 1998 given by the Indian National Science Academy (INSA), was awarded to Professor Arun Kumar Sharma of the Calcutta University in recognition of his "outstanding contributions

to the study of chromosomes", in Chennai on December 31, 1998. The medal is one of the four general medals instituted by INSA in 1957 in memory of the late Professor Meghnad Saha.

World Economic
Forum's Global
Leaders for
Tomorrow: Senior
advocate of the
Supreme Court, Mr.
Abhishek Singhvi
has been selected as
one of the World
Economic Forum's
Global Leaders for

Tomorrow. Mr. Singhvi, a former Additional Solicitor General of India, is the Vice-President of SAARC Law, a body of lawyers and judges of SAARC countries.

National Award for R&D: A national award for Research and Development (R&D) efforts in industry for 1998 was presented to the Hindustan Aeronautics Ltd's (HAL) Rotary Wing Aircraft Research and Design Centre, (RWR & DC) Bangalore, in recognition of their Research and Development effort in mechanical engineering industries, on December 22, 1998. HAL has developed an Advanced Light Helicopter (ALH), which is a unique, multi-purpose, multi-mission, helicopter in the 4 to 5-tonne class.

National Board of Review of Motion Pictures Awards: The National Board of Review of Motion Pictures in New York has named Shekhar Kapoor for the Best Director award for his film Elizabeth. The Best Movie of the Year award went to Gods and Monsters; actor Michael Caine received a Career Achievement Award, while Director, Bernerdo Bertolucci won the Freedom of Expression Award.

Thozhilalar Nala Thondral Award: The Sri Lankan Tamil leader, Mr. S. Thondaman was conferred the Thozhilalar Nala Thondral Award by the World Tamil Peravai, in Chennai, in recognition of his services to Sri Lankan Tamils and plantation workers, on December 27, 1998.

Mirza Ghalib Awards: Mirza Ghalib Awards were presented to artists from related fields for their contribution towards spreading Mirza Ghalib's works, at a seminar jointly organised by the Sahitya Akademi and the Urdu Academy in New Delhi, on December 13, 1998. Yesteryear singer-actress Suraiya, poet-director Gulzar, ghazal singer Jagjit Singh and film actor Naseeruddin Shah were presented a shawl and a plaque by the Prime Minister, Mr. Atal Behari Vajpayee.



Prime Minister Atal Behari Vajpayee presenting Mirza Ghalib Award to yesteryear playback singer and actress Suraiya at Mirza Ghalib International Seminar held to mark the bicentennial birth anniversary of Indian poet Mirza Ghalib in New Delhi on December 31, 1998

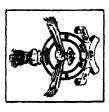
Bimal Roy Memorial Awards: Singeractress of yesteryear Suraiya, film producer Ramgopal Verma of Satya fame, cinematographer R.D. Mathur and veteran photographer R.M. Kumtakar have been chosen for the Bimal Roy Memorial Awards. The awards, instituted in the name of late filmmaker and director Bimal Roy, comprising a trophy and a citation, is given to recognise pioneers in their specialised fields in the film industry.

Forbes' Company Of The Year: Forbes magazine has named the US drug maker Pfizer its Company of the Year. Forbes' published in a six-page profile of Pfizer, the New York-based group that came into limelight in April 1998 by launching Viagra, the world's first prescription pill for the treatment of impotence.



Later Vedic Period Remains Found in UP: Remains of a settlement belonging to the later Vedic period dating back to 1000 BC to 200 AD have been found near Makarbai village in Mahoba district of Uttar Pradesh. The discovery indicates that human settlement in the region continued from the Chalcolithic age to the medieval period despite disruptions caused by change of dynasties.

Jawbone Of Oldest Whale Found: A fossilised jawbone of world's oldest whale has been found in the foothills of the Himalayas — a part of the world that was once a sea separating two ancient continents. The discovery casts new light on the evolution of one of the most successful groups of sea mammals, which became adapted to a semi-acquatic life in river, estuaries and shallow seas before becoming fully marine. Scientists have dated the fossil to about 53.5 million years, 3.5 million years older than the previous oldest known member of the whale family.



# INDIAN AIR FORCE

# REGUIRES

# WOMEN PILOTS IN

# COURSE COMMENCING IN JAN 2000

SHORT SERVICE COMMISSION

If you are an Indian citizen and have the potential to be an Officer, IAF will train you for the above Branch. Your potential to be an officer will be tested at our costs through Psychological Test, Group Test and Interview spread over 5-6 days at one of the Air Force Selection Boards located at Dehradun, Mysore or Varanasi.

— You should be a B Sc Physics and/or Maths (Three years course) or BE (Four year Course) (Those likely to qualify for a Degree by 31 Dec 99 can also apply).

Note: It means you should either be B Sc (Maths) or B Sc (Physics) or B Sc (General) with Maths and Physics for the three year course or BE (Four year Course)

- Born between 02 Jan 77 and 01 Jan 81 (Relaxable to 02 Jan 75 for those having Commercial Pilot License).
- Unmarried/Widows (without any child) of Service personnel killed on duty can also apply.
- Medically fit for Flying Branch, minimum height 162.5 cms.
   leg length between 99 and 120 cms. should not be colour/night blind or wearing glasses.

- Flight Cadets suspended from flying training owing to their failure to learn flying will be eligible for absorption in SSC Ground Duty Branches of IAF.
- Only SHORTLISTED applications will be called for SSB Test.
   No communication will be entertained during these tests.
   No compensation will be paid for any injury sustained during
- Terms and conditions and details mentioned herein are to serve as guidelines and subject to change without any notice.

these tests.

# IMPORTANT INSTRUCTIONS

- 1. Do not attach any documents with the application form.
- 2. The following documents must be carried in original alongwith a photocopy each, while reporting to AFSB for interview:
- (a) Matriculation Certificate issued by Board of Secondary Education for proof of date of birth.
- (b) Original/Provisional Graduation degree certificate issued by the University only.(c) Original Air Wing Senior Division 'C' Certificate (if
- applicable)
  [d] Certificate Commercial Pilot License (if applicable)
- (d) Certificate Commercial Pilot License (if applicable)
   (e) Certificate of "widow of Service personnel" (if applicable)
   (f) The columns in the application form must be complete in
  - (f) The columns in the application form must be complete in all respects failing which the application will be rejected.

- The state of the s
- Candidates holding Senior Division Air Wing 'C' Certificate are to apply through respective Air Squadrons.

# HOW TO APPLY

If you meet the above requirements, please apply on plain foolscap paper (typed or handwritten) in the format given at the end of the advertisement and post the application to the address given below by **ORDINARY POST** to reach this Headquarters latest by **27 Feb** 99.

Post Bag No. 001, DHG Post Office, New Delhi-110 011

# PAY AND PERGUISITES

As Flight Cadets, you will receive a fixed stipend of Rs. 8,000/- per month, for the full period of training. The stipend will be converted to pay for all purposes on successful completion of training (with retrospective effect and the allowances admissible on such pay will be paid thereupon on such conversion).

On successful completion of training, you will be commissioned in the rank of Flying Officer and placed in a pay scale of Rs. 8250 - 300 - 10,500. In addition you will be eligible for many other benefits like Dearness Allowance. Flying Allowance, concessional accommodation, medical facilities, LTC. 60 days annual leave and 20 days casual leave, canteen facilities etc. Further Flight cadets will be provided an insurance cover of Rs. 3.30 lakhs on contribution as applicable to serving officers. On completion of training, a newly commissioned officer is also entitled to a Car Loan from Air Force Group Insurance Scheme at moderate interest rates and pay back facilities.

# PLEASE NOTE

- The engagement period would be for 10 years from the date of Commission. Grant of Permanent Commission would be considered during the last one year of service subject to service requirements. An extension of 5 years of SSC may also be granted to the deserving officers.
  - Pilot Aptitude Battery Test (PAIST) is given only one in a life time. Those failing to make the grade in PABT will be screened out on the first day and routed home.

# APPLICATION FOR No. 14 SSC (WOMEN) F(P) COURSE

- Full name in capitals .......
   (In capital letters as given in the matriculation certificate)

Paske Photograph here 4. Father's Name

Husband's Name (if applicable) ......

- 5. Date of Birth (in Christian Era) ....... Day ...... Month ......Year
- 8. Educational Qualification:

Qualification	Subject	Division	Likely date for qualifying degree
B Sc/BE			

9. If previously tested for Flying Branch give following details :-

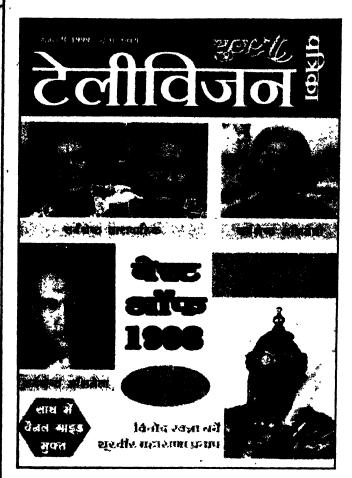
Batch No. ...... Chest No. ...... PABT result

- 10. NCC Air Wing (Senior Division) 'C' Certificate: YES/NO
  11. Staple/tag two self-addressed stamped (Rs. 4/-) envelopes
  (23 x 10 cms) together with the application.
- 12. Please read important instructions before sending your application.
- I hereby declare that all statements made in the above application are correct to the best of my knowledge and belief. I also understand that any discrepancy found in the above information will lead to the cancellation of my candidature/debarment.

Date : Signature of Applicant

Place :

..



# टेलीविजन

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पता	——— पिन —	

टेलीविजैन

5/14, आई. एन. एस. बिल्डिंग, रफी मार्ग, नई दिल्ली - 110001 चेक/ड्राफ्ट रांची प्रकाशन प्रा. लि. को देय होना चाहिए. दिल्ली से बाहर का चेक होने पर 15/- की ग्रीश अलग से जोड़ें.



Euro Launched: Eleven European nations, with a total population of about 300 million, removed their monetary borders to launch a single currency Euro, on January 1, 1999. The Eurozone grouping—Germany, France, Austria, Belgium, Finland, Ireland, Italy, Luxembourg, the Netherlands, Portugal and Spain-will account for nearly a fifth of the world economic output and trade. Three European countries-Britain, Denmark and Swedenhave decided not to join the Euro at least for now, while Greece has failed to qualify the economic standards for joining the group.

Madhya Pradesh Human Development Report Released: The Madhya Pradesh Human Development Report, 1998 was released in New Delhi by Nobel laureate Prof. Amartya Sen, in New Delhi on January 5, 1999. The report is in the form of compilation of micro-level statistics preceded only by the 1995 effort by the same State. While the 1995 report included education, health and gender issues, the ₹998 report also dealt with typical rural indices of development like livestock population, availability of veterinary centres, net and gross area irrigated, etc. The famous Pakistani economist, the late Mahboobul Haq, had institutionalised as benchmarks for human development health, infant mortality, literacy, gender equality among others, which are followed by many countries.

Mathematician Solves 361-Year-Old Theorem's Puzzle: Professor V.K. Gurtu. Head of the Mathematics Department in the Laxminarayan Institute of Technology, Nagpur University, has claimed that he has tound a short and simple proof of the 361-year-old internationally known Fermat's i.ast Theorem (FLT) a mathematical puzzle. He presented the proof at the 64th annual conference of the Indian Mathematical Society held at Hardwar. The seventeenth century French jurist and mathematician, Gierre de Fermat gave the FLT in 1637 in a marginal note on the well-known Pythagoras Theorem. According to the theorem, the square of any number can be expressed as the sum of squares of the other numbers. The only proof of the theorem, given by Mr. Andrew Wiles of the Princeton University, USA in 1995, was 109-page long and was difficult to understand, said Prof. Gurtu. According to FLT, no number of the form of "Z raised to the power N" (tor example 5 raised to power 3 is 125) can be expressed as the sum of two other similar numbers when N is greater than wo. Prof. Gurtu had sent his paper to several renowed international journals of mathematics and he was waiting for its acceptance.

World's Largest Statue: A 3.8-metre statue of Guan Shi Yin, the Buddhist

Goddess of Mercy, made of gold and precious stones, in South China's Hainan province, has been confirmed as the world's largest statue. It is made of more than 100 kg of gold and decorated with 100 kg of jadeite, 120 carat diamonds and thousands of other precious stones. The Shanghai office of the Guinness Book of World Records granted a certificate to the statue as the largest of its kind in

A combo picture of the engraved national sides of 11 European countries' coins (Belgium and Luxembourg will use the same coin) of the Euro single currency, which was launched on January 1, 1999, replacing eleven European States' national currencies

the world, on December 27, 1998.

Eiffel Tower Attracted 6 million Visitors in 1998: The landmark iron-laced 320-metre Eiffel Tower attracted six million visitors in 1998, beating its own record as the world's most popular monument. The company that manages the 110-year-old tower said that the number of visitors in 1998 had exceeded the Tower's previous bumper year in 1992 when it drew 5,747,357 people.

Natural Disasters Cost \$89 Billion In 1998: According to World Watch Institute in the United States, in a record high weather-related disasters across the world like floods in India, China and Bangladesh, storms like the Atlantic Hurricane Mitch, and forest fires in Brazil, Indonesia and Siberia resulted in economic losses totalling \$89 billion in 1998. The loss in 1996 was \$60 billion.

Publication Of Early Upanishads In US: The Oxford University Press and the Centre for South Asian Studies at the University of Texas have jointly published the early Upanishads with both text and translation in English.

US Owes UN Over \$1 Billion: According to the latest financial figures of the United Nations, the United States remained the largest debtor to the cash-starved world body with unpaid arrears of more than \$1 billion.



National Integrated Highway Project: The National Integrated Highway Project was launched by the Prime Minister, Mr. Atal Behari Vajpayee with foundation laying ceremony for six-lane carriageway of Bangalore-Hosur Section at Singasandra, 15 km from Bangalore on January 2, 1999. Launching the project, Mr. Vajpayee said that the Government would seek active participation from the Indian private sector and the foreign investors to make investments in the mega highway project.



Bio-Degradable Plastic Developed: According to Dr. S.K. Nada of the Central Tubercrops Research Institute (CTCRI), Thiruvananthapuram, an eco-friendly biodegradable plastic, which disintegrates into the soil within six months, will hit the Indian market soon. Dr. Nada, who has developed the starch-based biodegradable plastic, said on January 5, 1999 that the technology has been transferred to a Delhibased company.

Method Found To Suppress HIV in Infected Patients: Researchers at the University of Washington have succeeded for the first time in suppressing HIV in infected patients by giving them injections of cells made from their own immune systems. Thanks to the latest drugs, many patients show little sign of HIV infection in their blood but carry persistent traces of the AIDS virus in lymph nodes and other hard-to-reach places. The new method could provide new paths for destroying such remnants of the virus. Though the scientists say the new method can't be used immediately to treat large numbers of patients, it is encouraging because it appears to suppress the virus temporarily in lymph

New Vaccine Carrier Developed: An Indian researcher Dr. Sujoy K. Guha, Professor at the Centre of Biomedical Engineering, Indian Institute of Technology and All-India Institute of Medical Sciences, New Delhi has developed a new kind of vaccine carrier by combining the principles of thermoelectric cooling and evaporation of water. The carrier can store vaccines at sub-zero temperatures.



IRS-1C Working Well: According to the Indian Space Research Organisation, the Indian remote sensing satellite IRS-1C, which completed its three years on December 28, 1998, has so far completed

15,600 orbits and is functioning satisfactorily. Data from the satellite is being received by several stations in the US, Korea, Japan, Dubai and Germany. The satellite was launched by the Russian Molniya Rocket from Baikonur Cosmodrome in Kazakhstan on December 28, 1995.

Delta-II Rocket Carries Mars Spacecraft: The US Mars Polar Lander, a part of a 470-million-mile quest to uncover frozen water near the planet's South Pole, was lifted off from the Kennedy Space Centre at Cape Canaveral, Florida, moving towards a



Delta-Il Rocket lifting off on January 3, 1999 from launch pad at Cape Canaveral, Florida, United States carrying Mars Polar Lander spacecraft to begin an eleven-month journey to Mars

rendezvous with the red planet. The Delta-II carrying Lander took off successfully on January 3, 1999. The Lander is expected to touch down on Mars on December 3, 1999. It will begin to take out dirt from the surface with a robotic arm. The Lander will then bake the dirt in a tiny oven it carries to ascertain if any water vapour is released.

Russia Launches Three Satellites: Russia's Defence Ministry successfully launched three global positioning satellites from a space station in the Central Asian nation of Kazakhstan. The three Glonass satellites blasted off from the Baikanour Cosmodrome atop a Proton booster rocket on December 30, 1998. Glonass was developed by the Russian military to enable ships, planes and general troops to pinpoint their positions anywhere on Earth to within 13 metres.

New Theory on Ghost Galaxies: Astronomers trying to trace the mysterious missing matter in the Universe are highlighting a new theory about "ghost galaxies" that contain few stars but are surrounded by dense halos of invisible dark matter. According to Dr. John Kormendy of the University of Hawaii, an analysis of 43 galaxies shows that small, ghostly, galaxies that appear to be little more than "fuzz balls" in powerful telescope images, actually contain high densities of dark matter, with only a scattering of visible stars. Dr. Kormendy, who was speaking at the National Meeting of the American Astronomical Society, claimed that there may be more of the small, dense galaxies than the bright, giant galaxies and they could contain a significant portion of the Universe's dark matter. The presence of invisible matter was determined years ago by astronomers who measured the motion of stars within galaxies. They determined that stars and clouds that shine and can be seen from earth did not contain enough mass to hold the galaxies together. Thus, there had to be other matter. to provide the gravitational force that keeps the galaxies from flying apart.

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Entry Requirements: There are no formal age limits for entry, except in Medicine. Most students are aged between 17 and 19 when they begin their courses, but a few are younger and a lot are more than 21. All applications to Aberdeen—as to other UK universities—are made through the Universities and Colleges Admissions

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Bachelor of Medicine
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Sciences and BSc

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# Leaders

(Continued from page 16)

Each sports body in India is an island in itself. When Mr. Ashok Mattoo, President of the Indian Amateur Boxing Federation (IABF), laments that there is hardly any coordination among different sports bodies, be it the IOA, the LIABF, the Department of Sports and Culture or the Sports Authority of India, we see only one of the many causes that keep us floundering even before the start of the race.

And if there is, luckily, a little bit of coordination, there comes the recurring complaint of dearth of funds. It comes right from the horse's mouth when none other than the chief of IOC himself admitted the other day that the Sports Authority of India has to rent out its premises for funds to run the show!

To complain that India does not have enough funds for the promotion of sports is nothing but total misrepresentation of facts. When the government has enormous funds to spare for jacking up several loss-making PSUs including Air India and for periodically hiking the pay packet of the overbloated bureaucracy, the bank officials and the rising pay and perks of executives of public enterprises, can't they spare the minimum dues needed to keep Indian sports alive? The crux of the matter is we are not inclined to accord sports the pride of place it richly derserves. Like the little Oliver in the classic of Charles Dickens, the sportspersons in India ask for more than hollow promises and platitudes.

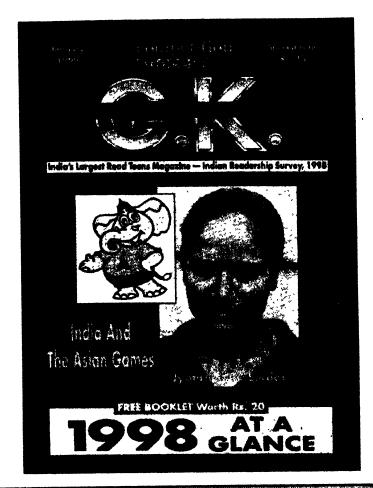
Let those, whose spirits run abysmally low at the persistently depressing sports scene, take a look across to the soul-lifting panorama on the Chinese screen where a Chinese Olympian Huang Liping was just 7 when a coach fashioned his destiny. Years of State-sponsored training brought Huang Olympic and world championship medals. He retired after the Atlanta Games in 1996. China's sports machine's ability to pick and train athletes young, hard and in volume is inexhaustible, and they showed their superhuman skills and feats at Atlanta and Bangkok. Catch them young is their mantra for success and they have pushed down even Japan that rode the crest before China launched itself to challenge the high and mighty. Mary of the top athletes are paid and housed by the State, or cared for in State-run sports schools.

In a country like India whose HRD index is one of the lowest in the world and where education has the least priority with a very low percentage earmarked for education in budgets and five-year plans, sports and sportspersons have to remain content with doles and step-motherly treatment for several more years to come.

# Expected Questions Objective General Knowledge

ANSWERS					
1. (a)	2. (b)	3. (c)	4. (c)	5. (b)	6. (c)
7. (d)	8. (b)	9. (c)	<b>10</b> . (c)	11. (a)	<b>12</b> . (c)
13. (b)	14. (a)	15. (b)	16. (b)	17. (b)	18. (d)
19. (b)	20. (d)	21. (a)	22. (b)	23. (d)	24. (c)
25. (b)	26. (a)	27. (c)	28. (a)	29. (b)	30. (d)
31. (b)	<b>32.</b> (b)	33. (b)	34. (d)	35. (d)	36. (c)
37. (d)	38, (c)	39. (b)	40. (a)	<b>41</b> . (c)	42. (a)
43. (b)	44. (d)	45. (c)	46. (b)	47. (b)	48. (a)
49. (c)	<b>50</b> . (c)	<b>51.</b> (a)	<b>52</b> . (d)	53. (c)	54. (d)
55. (a)	56. (b)	57. (b)	58. (a)	59. (b)	60. (c)
<b>61.</b> (c)	<b>62</b> . (c)	63. (a)	64. (d)	65. (d)	66. (a)
67. (c)	68. (c)	<b>69</b> . (b)	<b>70</b> . (c)	71. (b)	72. (c)
73. (b)	74. (a)	75. (d)	76. (c)	77. (a)	78. (c)
79, (b)	80. (a)	81. (b)	<b>82</b> . (c)	83. (b)	84. (a)
85. (d)	86. (c)	87. (a)	88, (b)	89. (c)	90. (a)
91. (c)	92. (b)	93, (c)	94. (b)	95. (d)	96. (a)
97. (b)	98. (b)	99. (d)	100. (b)	(/	( <del>-</del> )

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## INDIA 1998 At Your Fingertips



- BJP emerges as largest party in 12th general elections; forms coalition govt. with the help of 18 allies; Vajpayee is PM, Mar 12; Govt. faces periodic problems with coalition partners.
- India conducts three nuclear tests in Pokhran range in Rajasthan on May 11 followed by two more on May 13; international criticism and economic sanctions follow; Pakistan follows with similar tests later in the month; PM declares India a Nuclear Weapons State, May 12
- Sonia Gandhi enters active politics; takes over as Congress President, Mar 14; resurgent Congress wins Assembly elections in Madhya Pradesh, Rajasthan and Delhi in Nov.; Digvijay Singi Ashok Gehiot and Sheila Dikshit are respective CMs
- Massive rise in onion prices since July contributes to inflationary trends and becomes an election issue VDIS nets a bonanza of Rs 10,050 crore; Rs 33,000 crore black money comes out
- Retirement age of govt. employees raised to 60 yrs, May 12

- Year-long celebrations for 50 years of Independence formally conclude, Aug 15
- Alleged Dawood front man and property grabber Romesh Sharma arrested in Delhi, Oct 21
- Six-member National Security Council formed, Nov 19
- Ambitious 760 km Konkan railway connecting four states on the west coast dedicated to the nation by the PM, May 1
- Shiv Sena supremo Bal Thackeray indicted by Srikrishna Report on 1992 Mumbai riots; state government rejects report, Aug 6

■ Over 300, including many Kailash Manasarovar pilgrims, killed in landslides near Malpa village in UP, Aug 18

■ Over 200 killed in rail collision near Khanna in Punjab, Nov 26

- Governor Romesh Bhandari
  dismisses Kalyan Singh government
  in Uttar Pradesh, Installing Jagdambīka
  Pal as CM. Feb 21; HC reinstates
  Kalyan in landmark order, Feb 23
   Mulayam-Laloo float new front-
- Mulayam-Laloo float new front-Rashtriya Loktantrik Morchaattempting to build a 'Third Alternative'



Yadav and Jagannath Mishra held in fodder scam case, Oct 28

■ 34 killed in series of blasts in Coimbatore, Tamil Nadu, on election eve. Feb 14

- Keshubhai Patel sworn-in as Gujarat CM following BJP's impressive victory in state elections, Mar 4
- Killer cyclone kills uver 1,200 in Gujarat; Kandla port suffers severe damage, Jun 29
- Azhar replaces Tendulkar as Indian cricket captain, Jan 2 Veteran freedom fighter and former PM Gulzarilal Nanda, 100, dies in Ahmedabad, Jan 15 CPM veteran EMS Namboodiripad dies in Thiruvananthapuram, Mar 19 Kushabhau Thakre elected BJP President, Apr 14 Bharat Ratna for M.S. Subbalakshmi, C. Subramanium and Loknayak Jaya Prakash Narayan
- Dropsy claims over 50 lives due to contaminated mustard oil, Aug Bollywood star Salman Khan arrested on charges of poaching in Rajasthan, Oct 13 Controversy erupts over the film 'Fire' following Shiv Sena protests Amartya Sen receives Nobel prize for economics in Sweden, Dec 10 India wins the Asiad Hockey Gold in Bangkok after 32 years, Dec 20 KBK

India began the year with a bang with India going on a nuclear spree with Atal Behari Vajpayee at the helm. A chronic river water dispute that divided Tamil Nadu and Karnataka for decades was resolved to their mutual satisfaction. India was launched on the Information Superhighway with a new IT package and government drew the blueprint for new expressways to crisscross the country. The biggest railway project after Independence—the Konkan Railway, was dedicated to the nation by the Prime Minister on May 1, 1998. While titans in different realms were honoured with Bharat Ratna, Amartya Sen brought glory home with his Nobel Prize for Economics. As Jyotirmoyee Sikdar replaced P.T. Usha as the new Golden Girl, the Indian hockey team grabbed the gold at the XIIIth Asiad after a prolonged medal drought spanning decades. Sachin Tendulkar became the superstar of cricket smashing one record after another.

## **WORLD 1998 At Your Fingertips**

■ Quake kills over 4.000 in

Takhar, Feb 6

north Afghanistan province of

■ US attacks alleged terrorist

camps in Afghanistan & Sudan

■ US-Britain launch four-day attack on

Defiant Iraq ends dealings with UNSCOM

iraq, pounding over 400 missiles on

suspected weapon sites. Dec 17-20:

in retaliation for bombing

of its embassies, Aug 20

- Bill Clinton mired in a sex scandal Involving White House intern Monica Lewinsky; issues emphatic denial before being forced to confess at the Grand Jury trial; makes impassioned public apology. but independent counsel Kenneth Starr proceeds with prosecution leading to impeachment by House of Representatives, Dec 19; awaits trial in Senate.
- The Queen agrees to end monopoly of male succession to the British throne, Feb 28
- Historic North Ireland peace accord signed after years of violence, Apr 10
- Germans vote out Kohi after four terms in office: Gerhard Schroeder is the new Chancellor, Sep 28
- Over 200 killed in bombing of US embassies in Kenva & Tanzania, Aug 7; Osama bin Laden-the Saudi millionaireoperating from Afghanistan believed to be responsible
- Hurricane Mitch claims over 7000 lives in Honduras & Nicaragua. Nov 3
- Ex-Chilean dictator Pinochet, 83, arrested in London on a Spanish warrant on charges of killing over 3000 following his 1973 coup
- Israel-PLO fail to reach agreement of troop withdrawal despite US mediation, Dec 16
  - Nelson Mandela marries for the third time at 80 with
- - Mozambican sweetheart Graca Machel, 52, Jul 18

- Pakistan carries out five nuclear tests on May 28 and another on May 30 after India's five tests earlier the same month. World-wide condemnation and econumic sanctions follow
- Pakistani National Assembly passes the controversial Islamic Shariat Law Bill. Oct 9
  - Duma approves Yevgeny Primakov as Russian PM, Sep 11 Russian President, Boris Yeltsin, continues to grapple with ill health
    - Japanese PM Hashimoto resigns.Jul 13: Keizo Obuchi is new PM. Jul 24
    - Japan in the grip of economic recession
    - Over 300 LTTE militants killed in major Lankan offensive, Feb 1
    - Malaysian PM Mahathir sacks and jails deputy PM Anwar on charges of corruption and illegal sex
- 15 ex-armymen get death penalty for assassinating Bangladesh's founding leader in August 1975, Nov 8
- President Suharto of Indonesia steps down after 32 years in power following widespread riots caused by economic hardship, May 21

Titanic, the year's mega hit, bags record-tying 11 Oscars. Mar 24 - Former Zambian President Kenneth Kaunda, arrested eagler, charged with planning coup, Jan 11 = 150 Hal pligrims die in stampede at Mina in Saudi Arabia, Apr 9 = Pol Pot, former Khmer Rouge leader accused of killing over 1 million Cambodians dies. Aby 16 Host France dethrones Brazil for the World Cup Soccentitie, July 12 = Vlagra becomes the most talked about drug of the century = 229 killed as Swiss plane crashes near Halifax in Canada: Sep 3 in Leonid meteor shower lights up east Asian sky. Nov 17 in Euro set to be launched on Jan 1, 1999

Like any other year 1998 has had its best of times and worst of times with changes for the better and changes for the worse, new flashpoints of violence, space marvels, scandals of the worst kind and on top of all India and Pakistan emerging as nuclear capability states. If accord over Northern Ireland seemed to stay, the Wye River accord seemed to develop hiccups even before the ink of the signatures became dry. Kosovo became the new sector of ethnic cleansing while President Clinton, with the lengthening shadow of impeachment behind him took on Saddam Hussein to deflect the world attention on his affair with Monica Lewinsky

## **Questions From BBC's Most Popular Quiz Show**

By special arrangement, Competition Success Review is proud to reproduce in a serialised form selected questions from the book BBC: The Complete Mastermind, published in India by Teksons Bookshop, New Delhi. Various quiz contests are being organised all over the country and on the request of our readers to have standard material, we have introduced this feature.

- 1. Who designed the 'bouncing bomb' used by the 'Dam Busters' to destroy the Ruhr dams in World War II?
- 2. What is the real name of the British Intelligence Officer who created The Spy who Came in from the Cold?
- 3. How are the flags of the constituent Republics of the Soviet Union distinguished from that of the Soviet Union itself?
- 4. Who said: 'Let us never negotiate out of fear. But let us never fear to negotiate'?
- 5. In Greek legend who was Pygmalion?
- 6. The Trojans are groups of asteroids that move in the same orbit as one of the planets. Which
- 7. Fred Hoyle put forward a theory of creation. What did he call it?
- 8. Isobars are lines joining places with the same atmosphericpressure. What are isotherms?
- 9. His name in particular has become synonymous with

- political double dealing and intrigue. Who was he?
- 10. What unique find was made by a Bedouin shepherd boy in a cave in the Wadi Qumran (Qumran Valley)?
- 11. For how long was Troy besieged by the Greeks?
- 12. What is the name of the Greek God of the Winds?
- 13. What name is given to the art and
- practice of bell ringing?

  14. In some of the portraits we have of him, Shakespeare wore a 'whisk'. What was this?
- 15. What is neologism?
- 16. What is the derivation of the word 'sandwich'?
- 17. What famous nineteenth-century novelist attempted to clear off a debt of more than £100,000 with a succession of novels?
- 18. For what is the chemist Newlands remembered?
- 19. They are ancient Hindu scriptures, written in an old form of Sanskrit. What are they called?
- 20. What group of organisms may cause gas gangrene and tetanus?

#### **ANSWERS**

The Chatchie	UC	4701	
жерад	.61	The discovery of the Dead Sea Scrolls in	.01
of eight).		especially in statecraft—satute cunning.	
classification of the elements into groups		principles-practising duplicity	
The Law of Octaves (an early	.81	characteristic of Machiavelli or his alleged	
Sir Walter Scott.	'ZÏ	Machiavellinn : 'pertaining to, or	
together and made the first sandwich.	۵.	Italian statesman and author.	
bread and rosat beef. He then put them		Niccolo Machiavelli (1469-1527), an	.6
meal and ordered his servant to bring him		temperature.	n
on the gaming table without a regular		Lines of thing places with the same	.8
Sandwich (1718-1792). He spent 24 hours		The Steady State Theory.	.7.
After John Montagu, fourth Earl of	.91	Jupiter	.9
generally accepted.		he married.	
A newly conceived word that has been	.SI	holdw-state statue to the statue-which	
neckerchief.		goddess and Aguords stiborday sesbbog	
whisk, By Pepys' time it had be, ome a		He is supposed to have persuaded the	
correct to say 'Queen Elizabeth wore a		in love with his own statue of Aphrodite.	
worn in Elizabethan times, and it is		A sculptor and king of Cyprus who fell	٠ç
A large wired stand-up collar, it was	'ÞI	inaugural address.	
historical, etc.		US President John F. Kennedy, in his	4.
of the knowledge of bells, theoretical,		hammer and sickle emblem.	٠,
Campanology. The term covers the whole	<b>13</b> '	stripes or by a slight variation of the	
.puiw	••	By patterns of horizontal or vertical	ъ.
south-east wind and Zephyrus the west		under the pseudonym, John Le Carre.	٠
winds. Boreas the north wind, Eurus the		David John Moore Cornwell, who wrote	.z
were : Notus was the south or south-west,		swing-wing aircraft	L
Aeolus. The personifications of the winds	'Zl	R100 sirahip, the Wellington bomber, the	
ten years.	.11	of refries verilla. He Mollington leading the	٠,
WIWAN UNI			

## **Achiever Par Excellence**

There are still a few individuals in the murky world of politics and bureaucratic jungle that India has become today, who tilt at the windmills and manage to succeed in their endeavours despite all odds stacked up against them. These individuals are like a silver lining amidst the clouds and the nation should rightly feel proud of them. They manage to achieve miracles in the sordid surroundings they are put in time and again.

To such a rare breed belongs Kiran Bedi, who has made a mark in whichever posting she was consigned to in her long and chequered career. Unmindful of the feathers she ruffled during her crusades, Kiran has always ploughed a lonely furrow and brought glory to her calling. Years ago, she streamlined the traffic system in Delhi; it earned her the sobriquet of 'Crane' Bedi. She was shunted out to Mizoram. When she returned to the capital, another 'uncomfortable' posting awaited her. She was put in charge of the country's highsecurity prison, Tihar Jail. This did not faze her. She went about working on the new assignment with single-minded devotion and dedication because she believed in the adage that criminals are not born, but made.

Ms. Bedi is the first Indian woman to storm the bastion of Indian Police Service. She became the first woman officer to become the Inspector-General, Prisons heading Tihar, administrating a predominantly male prison housing over 9,700 inmates. Within the 200-acre Tihar complex are housed, apart from hardcore criminals, unconvicted alleged offenders, convicts and remandees among men, women, adolescents and children—Indians and foreigners.

Tihar was (and still is) an overcrowded jail—a limping and languishing institution condemned by the media, isolated from the community, exploited, used and abused. Ms. Bedi brought about fundamental changes, giving a human face to the administrative structure-creating an exemplary system covering every possible aspect of prison management. The objective was to initiate and strengthen collectively and individually the transition from a wooden system to a responsive and sensitive administration. It's Always Possible, the outcome of the Nehru Fellowship which Ms. Bedi was awarded after her two-year tenure at Tihar, unfolds the process of reformation involving prison ministration, prisoners and the community towards one common goal-'correction' through a 'collective' approach. This rare documentation of a candid account ranges right from the innovative Vipassana Meditation Programme wherein over a 1,000 inmates sat for ten long days in meditation



to their festivities, educational programmes and visits from the NGOs. This has been appreciated by the prisoners expressing their feelings on camera, their written petitions, poetry, paintings, art and craft. Ms. Bedi was thus able to bring about a metamorphosis within the existing legal framework. It's Always Possible is a graphic portrayal of that holistic process and a worthy successor to her biography, I Dare

Contrast Ms. Bedi's efforts to what one of her predecessors told her before she was 'fixed' in Tihar after her 'paid wait' of nine months on completing her tenure as Deputy Inspector-General of Police in Mizoram: "Kiran, where are you going? What will you do there? There is no work there. I was IG (Prisons) many years ago. I received just two files a day. So I used to clear them from my home...." However, Ms. Bedi saw it as part of God's larger plan. "I knew where he was wrong. But I did not tell him. I felt he had been promoted too high to look that 'low'where thousands of human beings lived perhaps the sunshine of their lives... Deep down inside me, I could see destiny leading. I knew I was going to the right place. A place where I instinctively wanted to go to, and park and steer all the years of experience of 'Corrective and Collective' policing."

She thought of her 21 years of policing that preceded this posting and the questions that were routinely asked when every time an offender was arrested:

- (a) Why did he commit that crime?
- (b) What were the circumstances which forced him to do so?
- (c) What were the psycho-social-economic reasons; if any ?
- (d) How did his family/friends influence him?
- (e) Did the police have any prior information about his delinquency? (To analyse for ourselves whether we failed to prevent it.)

- (f) What was he likely to do on being released from custody?
- (g) Was it possible for the police to help him, legitimately, to break the cycle of Crime-Prison-Bail-Crime-Prison-Bail-Crime?

"I was now Inspector-General of Tihar Prisons flooded with all those concerns ... I, a 5 feet three and a half inch and a 55 kg woman, was heading the largest Indian prison complex.

"... We began with trust, at least visibly... We used to free prisoners from their barracks and cells and allow them out in open compounds and courtyards of their respective wards... What gave me the greatest sense of satisfaction was the extent to which we had reached out to the prisoners. And that it had worked. This opening up had earned countrywide acceptance and appreciation. It was followed by international recognition with Ramon Magsaysay Award (1994), also called the Nobel Prize of Asia and Joseph Bueys Award from Joseph Bueys Foundation, Switzerland (1997)."

This book is about how this situation came about. In her words, "Tihar Jail tested my patience to the maximum, and ultimately did cave in for the inhabitants to call the same monument 'Tihar Ashram'." According to Associated Press:

"...Tihar Central Jail was India's toughest prison, a cesspool of drugs and gang wars, of corruption and extortion by both guards and powerful inmates... These days, thousands of inmates gather in clean, tree-shaded courtyards every morning for prayer and meditation. Voluntary groups were allowed into Tihar for the first time in 35 years to provide counselling, meditation classes, vocational training, legal aid, even entertainment..."

This, then, is the account by "a woman of unusual distinction", as His Holiness the Dalai Lama describes her. She has proved the aptness of the title of this book, It's Always Possible. We can mould adversities to our own advantage and work within the given framework. It is no use finding fault with where we are; we must look at ourselves as part of a larger plan and work towards the fulfilment of our destiny. In the process, we may well succeed in shaping and changing the destiny of many others around us.

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by
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■ Describe the role of Herbo-Height-Therapy for further and future Height-Growth facing its practical challenges.

☐ Herbo-Height-Therapy has opened a new vista in the history of medical science against the existing negative norms of riodern science for further and juliure heightgrowth anytime upto the age

of 35 years, after marriage, after child-birth, faster than the normal growth ratio under ayurvedic system medicine ☐ HHII IS now

ninning in fourth decade with several thousand beneficiaries to its credit in India and Abroad A landmark record in the history of future height-

This claim developer this therapy: has not proved talse in Judicial examination and other Practical Demonstration Tests upto

35 years Go by reading get by reading on scale of satisfaction.

"Height is known as natural phenomena: it has no remedy". Justify your claim in this light.

There is no ultimate End of any Research in this World, it is always subject to improvement Therefore, negative approach of modern science is one-sided, incomplete and now it is out-dated also. Science has reversed it own decisions in the past, it has declared Small Pox is incureable, T.B. is also not cureable, Breast feeding is hamful-all negatives Later, it observed all positive

Ayurveda Allopathy, Homoeopathy are different in principles, in theory, in practice and also in ments and demerits, If one system fails to cure and cover any problem, other dues miracle! In case of further and future height growth, if allopathy fails to provide any solution, other systems are also there: HHT is the positive answer of this solution.

■ Discuss the strategy of Height-Growth at different stages comparing with contribution of HHT.

Height at birth is around 50 cms and it grows almost double in two years. These 10C cms are the basic-growth of the body Deduct these 100 cms from the the body Desact these 100 cms from the existing height remaining centimetres are the normal growth of the body Divide it with years if age, its ratio would be around 3.2.1 mm in a month and with HHT ratio you gain by 10-9-8-7-6-5-4-3 mm under plus and minus status of the body Eacts than the normal growth with body Faster than the normal growth ratio.

☐ This time tested therapy helps to increase height by 20 to 40 mm (2-4 cms) in short course of 3 month, 50 to 100 mm in full course of 1 year, 5 to 10 mm in 1 month trail doses under mutual confirmation of Height before & after the course

Sometimes, Growth turns Slow-Sluggish-Stop, does not grow further, during the growth period. Why it is so ? Any helpful suggestions?

☐ There are various norms of age limitations for height-growth, but none is perfect. As observed, Height-Growth fluctuates under plus and minus statut of the body and its environment, one of the factor, not total criterio

"Periods' in girls, after 'Beard' in boys. One brother is tail, other is short, one sister is tall, other is short, Parents are tail, children are short and its vice-versa also. Some born normal, some born

Hence, none is certain about his height-growth even to the normal extent, required or to the desired extent. But

under our experience, if cares are taken under poliution and stress tree environment with hanging and stretching 8 8 8 1 3 1 8 X 8 nutritious and balanced diet before the age of 9 years, height can be attained to the better-extent.

HHT has also proved helpful for better growth if it is consumed at the age 7-8-9. What are the other plus and minus roles of HHT under your experience?

It has many plus except its one limitation that it can't do promise for maximum height beyond the existing capacity of the body. Even then it is not minus, but it is also normal-plus

☐ Under additional plus, it helps to tone up the functional system of the body removing its deficiency and disorders. Also remove the pimples, improve the complexion, soften the skin, sharpen the features, improve the memory Ferninine. breastlines & disorders turns normal Bulky & lean person also become normal. Explain the concept under which it works upto the age of 35 years.

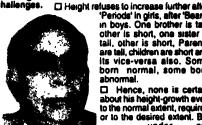
Ayurveda recognises the peroid of youth upto 40 year. Till youth is there, plus action is there, certain change in the body is possible. This is associated with systems of 'Sarvdhatu-Pushty-Parlitrya' which converts our food into Ras, Rakta, Mans, Maidh, Asthi, Maiha and Shukra Asthi and Maiha are our bony system and bony-system is our height. Under this concept this therapy works upto 35 years and this has proved practically on several thousand its beneficiaries.

■ Do you need any test report for joining the course? Required information be given with its expenditure to follow the procedure.

Expenditure to toke with procedure.
After mutual enquiry, under our procedure, height of the candidate is confirmed under mutual satisfactions, file is prepared, required doses are given with prospectus and necessary directions. Regn. number is also alloted for future venification of the result after every short course of 3 month and after 1 month trail doses, if desired. Doses are in the shape of capsules & drops. Free from exercise reactions, restrictions and bitter taste, be used at home. No frequent visits.

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Normal charges for 3 months short course are Rs. 6,000/- and for 1 month trial doses Rs. 2,000/- Rs. 100/-Regn/Post (In India) through MO/DD in the name of Dr. O. P. Begga, Bazar Lal Kuan (Opp. Koocha Pandit) Delhi- 110006. Phone: 3262426 daily 11 to 6 except Sunday Send self-add-stamped enveloped for more details.



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## **Word Power**



#### **OBJECTIVE TYPE**

Against each key word are given five suggested meanings. Choose the word or phrase which is copposite in meaning to the key word.

- (1) Quaint—A: peculiar. B: ordinary. C: curious. D: fast. E: stupid.
- (2) Queer—A: strange. B: careless. C: shorten. D: ordinary. E: unusual.
- (3) Querulous—A: discontented B: contented. C: nasty. D: fickle. E: ill.
- (4) Questionable—A: dubious. B: declining. C: persistent. D: effective, E: certain.
- (5) Quiet—A: noisy. B: motionless. C: tranquility.
  D: senseless. E: serious.
- (6) Quit—A: abandon. B: discharged. C: start.
   D: withdraw. E: caution.
- (7) Quixotic—A: imaginary. B: fantastic. C: romantic. D: practical. E: mournful.
- (8) Quote--A: extract. B: adduce. C: reveal. D: restrain. F. contradict.
- (9) Radiant—A: dim. B: splendid. C: beaming. D: industrial. E: restive.
- (10) Radical—A · thorough. B : uncompromising. C : basic.

  \*\*No superficial. E : ingrained.
- (11) Rational—A: sagacious. B: reasonable. C: insufficient. D: wandering. E: insane.
- (12) **Reckless**—A: indifferent. B: careful. C: careless. D: imprudent. E: lonely.
- (13) Recreation--A: diversion. B: pastime. C: make circular. b: boredom. E: assertion.
- (14) Refrain—A: desist. B: withold. C: continue. D: induce. E: overflowing.
- (15) **Remission—A**: blame. B: forgiveness. C: abatement. D: assessment. E: repetition.

- (16) Riddle—A: mystery. B: conundrum. C: lowly. D: clue. E: mercy.
- (17) **Rigid**—A: incomplete. B: sickening. C: authoritative. D: unyielding. E: lax.
- (18) Robust—A: sound. 8: feeble. C: inadequate. D: militant. E: yolatile.
- (19) Ruthless—A: merciful. B: majestic. C: mighty. D: brutal. E: rustic.
- (20) Sadistic—A: happy. B: quaint. C: kind hearted.
  D: vacant. E: fortunate.
- (21) Salvage—A: remove. B: outfit. C: burn. D lose. E: confuse.
- (22) **Scold—A**: berate. B: vituperate. C: loyal. D: pacific E: praise.
- (23) Scurrilous—A: ribald. B: decent. C: grossly abusive. D: mitigated. E: inaccurate.
- (24) Severe—A: relentless. B: intense. C: lenient. D: unadorned. E: austere.
- (25) Sham—A: Lenuine. B: simulated. C: paucity. D: bankrupt. E: fake.
- (26) Shrewd—A: sly. B: surreptitious. C: substanital. D. dull. E: discriminating.
- (27) Significance—A: indication. B: importance. C: vital. D: boldness. Z: triviality.
- (28) Slander--A: malicious. B: commendation. C: aspersion.D: sleepy. E: scholarly.
- (29) Solitude—A: retirement. B: concealment. C: tease.¹
  D: conducive ★: exposure.
- (30) Sublime—A: exalted. B: elevated. C / ignoble. D': noble. E: scant.

#### **ANSWERS**

- (1) **B** : ordinary.
- (2) D: ordinary.
- (3) B: contented.
- (4) E : certain.
- (5) **A**: noisy.
  - (6) C: start.
  - (7) · D: practical.
  - (8) E : contradict.
- (9) A: dim.
- (10) D: superficial.

- (11) E : insane.
- (12) B: careful.
- (13) **D**: boredom.
- (14) C: continue.
- (15) A: blame.
- (16) D: clue.
- (17) E : lax.
- (17) 20 1 100
- (18) **B** : feeble. (19) **A** : merciful.
- (20) C: kind-hearted.

- (21) D: lose.
- (22) E : praise.
- (23) **B** : decent
- (24) C : lement.
- (25) A : genuine.
- (26) D: dull.
- (27) E: triviality.
- (28) B: commendation.
- (29) E : exposure.
- (30) C: ignoble.

#### **Competition Opportunities**

Probationary Officers' Examination For Recruitment in State Bank of India, Conducted by Central Recruitment Board (Exam Date : February 14, 1999) Entrance Test for Admission to Post Graduate Programme in Management Studies (P.G.P.M.S.), 1999-2001

Conducted by K.J. Somaiya Institute of Management Studies and Research Mumbai

(Last Date: February 19, 1999) (Lxum Date: February 20, 1999) Entrance Examination for Admission to MBBS Course

Conducted by Armed Forces Medical College, Pune

(Last Date: February 23, 1999) (Exam Date : May 2, 1999) Combined Defence Services Examination, May 1999 Conducted by UPSC (Exam Date : May 2, 1999)

Bank Probationary Officers' Examination Conducted by Banking Service

Recruitment Board (Southern Region), Bangalore (Exam Date : March 7, 1999)

Grade 'C' Stenographers Examination, 1996 Conducted by Staff Selection Commission (Exam Date: May 2, 1999)

Bank Probationary Officers' Examination Conducted by Banking Service Recruitment Board, Baroda (Exam Date: March 21, 1999) Civil Services Examination, (Prelims), 1999 Conducted by UPSC

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Probationary Officers' Examination for Recruitment in State Bank of India, conducted by Central Recruitment Board to be held on February 14, 1999.

The three candidates, who collect the maximum number of questions asked and send the same to us, will be awarded First, Second and Third Prizes of Rs. 1000, Rs. 500 and Rs. 250 respectively. Ten Consolation Prizes (books worth Rs. 100 each) will also be awarded.

Decision of the Editorial Board will be final. Entries should be addressed to the Editor, Competition Review Private Limited, 604 Prabhat Kiran, Rajendra Place, New Delhi-110 008. Last date for receipt of entries is February 28, 1999.



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#### INDIAN AIR FORCE 106 GDOC/1588C (W) COMMENCING JULY 99

#### CORRIGI NDUM

Candidates who have applied for ADMINISTRATIVE BRANCH for 106 GDOC/15SSC (W) in response to advertisement released in August 98 issue of CSR are being considered for the above course commencing Jul 99. Eligible/Shortlisted candidates will be intimated individually by the respective Air Force Selection Boards.

## Careers & Courses

Management  $\star$  Law  $\star$  Social Sciences  $\star$  Wildlife Sciences

#### MANAGEMENT

The University Business School, Punjab University, Chandigarh invites applications for admission to the following Post-Graduate Management Courses for the Academic Session 1999-2000:

(i) Master of Business Administration (MBA)—two-year, full-time course;

(ii) Master of Business Administration (International Business) MBA (IB)—two-year, full-time course:

(iii) Master of Business Administration (Human Resource) MBA (HR)-two-year, full-time course, and

(iv) Master of Business Administration (MBA)—three-year, part-time course.

Eligibility: MBA/MBA (IB)/MBA (HR)-Graduation in any discipline with 50% marks. MBA (PT)-Graduation in any discipline with 50% marks and two years' whole-time executive experience in a commercial or industrial establishment after passing the qualifying examination.

Admission Criteria: Admission based on merit determined by Written Test, followed by group discussion and personal interview. All provisionally eligible candidates will take the Written Test on March 28, 1999 at Bangalore, Chandigarh, Calcutta, Delhi, Kanpur and Mumbai.

Application Forms: Can be obtained on submission of a crossed bank draft for Rs. 180/ in favour of Registrar, Punjab University, Chandigarh.

Last Date: February 10, 1999 in the office of Assistant Registrar (CET Cell), Punjab

University, Chandigarh.

The Vaikunth Mehta National Institute of Cooperative Management (VAMNICOM), University Road, Pune-411 007 invites applications for the Post-Graduate Diploma in Business Administration (PGDBA) 1999-2001. The diploma is equivalent to MBA and is recognised by AICTE.

Eligibility: Graduate from any recognised university with at least 50% marks (45% for

SC/ST).

Application Forms: Can be obtained by sending a demand draft for Rs. 215/- in favour of the Director, VAMNICOM, Pune (for NRI/Foreign students US \$70).

Last Date: February 15, 1999

Test Centres: Written test on CAT pattern at Pune, Bangalore, Gandhinagar, Patna, New Delhi, Hyderabad, Chennai, Kalyani (Calcutta), Chandigarh, Thiruvananthapuram, Bhopal and Lucknow on March 7, 1999, followed by group discussion and interview at selected places.

The GRD Institute of Management, Civil Godrome Post, Avanashi Road, Coimbatore 641 014 invites applications for its MBA and MCA programmes, for which Entrance Test will be held on March 6, 1999 at Coimbatore and Kochi. Candidates shortlisted will be called for a Group Discussion and Personal Interview at a later date:

Eligibility Criteria: (i) MBA-Full-time (1999-2000): Bachelor's degree from any recognised university with 50% marks; (ii) MBA-Part-time (1999-2002): Bachelor's degree with at least two years of work experience; (iii) MCA (1999-2002): BSc Computer Science of BSc Maths or BSc Statistics or BSc Physics and Chemistry with 60% marks.

Application Forms: Can be had from the College on payment of Rs. 400/- by demand draft drawn in favour of the Principal, Dr. G.R. Damodaran College of Science payable at Coimbatore along with a selfaddressed envelop of 23x15 cm size with a postage stamp affixed for Rs. 10/-.

Last Date: February 20, 1999.

#### LAW

The National Law School of India University, Nagarbhavi, Bangalore-560 072, the premier Residential Law University in India, invites applications for admission to its five-year integrated undergraduate programme-B.A., L.L.B. (Hons) for 1999-2000.

Eligibility: 10+2 School Examination or equivalent with not less than 50% marks.

Age Limit: Below 20 years on July 1, 1999

(22 years for SC/ST).

Admission Criteria: Admissions are based purely on merit, assessed at the All-India Admission Test to be held on May 2, 1999 at Bangalore, Chennai, Delhi, Mumbai, Kochi and Calcutta.

Annual Tuition Fee: Rs. 25,000/-. Financial assistance if the parental annual income is less than Rs. 1,50,000/-.

Application Forms: For application form and bulletin, write to the Registrar with a bank draft for Rs. 200/- payable to the NLSIU at Bangalore.

Last Date: March 15, 1999.

#### SOCIAL SCIENCES

The Tata Institute of Social Sciences, Mumbal invites applications for M.A. in social work with specialisation in 1. (i) Criminology and Correctional Administration (CCA); (ii) Family and Child Welfare (FCW); Medical and Psychiatric Social Work (MPSW); (iv) Social Welfare Administration (SWA) and Urban and Rural Community Development (URCD); 2. M.A. in Personnel Management and Industrial Relations; 3. Master of Health Administration; 5. Certificate in Social Welfare Administration.

4. Master of Hospital Administration;

Eligibility Criteria: Bachelor's degree for three years' duration.

Application Forms: Can be had by sending a bank draft of Rs. 250/- in favour of the Tata Institute of Social Sciences, Mumbai along with a self-addressed envelop 20 x 25 cm with postal stamps worth Rs. 30/-. Free application forms for SC/ST candidates.

Last Date: February 26, 1999.

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## Letters

#### FREE BOOKLETS

The Free Booklets being given along with Competition Success Review since September 1998 are extremely useful for candidates appearing in various competitive examinations. We would like you to continue giving these booklets in the future as well to increase the utility of the magazine still more to its countless readers. We suggest booklets on the following topics for the future issues of Competition Success Review:

- (i) Books and Authors
- (ii) Science & Technology in India
- (iii) Space Research
- (iv) Chartered Accountancy at Your **Fingertips**
- (v) Company Secretaryship at Your **Fingertips**
- (vi) Cost Accountancy at Your Fingertips
- (vii) Railway Recruitment Examinations at Your Fingertips
- (viii) More booklets General **Awareness** 
  - (ix) General/Everyday Science
  - (x) Geography of India.

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#### INFORMATION ON COMPUTERS

As a regular reader of CSR. I find the agiditional booklets extremely useful and they provide a great deal of information. Even though CSR is a storehouse of information, I feel many readers will be pleased if there is information available on computers also. I feel the additional booklets can include computer subjects like multimedia, internet or any other recent topics.

Chennai (Tamil Nadu)

Radhika

#### THINK HIGH TO REACH . THE SKY

I, NK CLK Yogesh Kumar am glad to inform you that I have passed the Entrance Exam of Army Cadet College for grant of Permanent Commission in the Indian Army and been recommended for the same by the Services Selection Board (East), Allahabad.



Cincily accepting hamble publishing Competition Sic which has provided as Inspiration thro

have been a enginee souther of outperition Success Berger for the last

Competition Sur Competition success known is one of the best magazines for properties of Civil Services Examination said not only provides important facts but also the material for principles and the seaso paper. It theroughly believe on from initial stages of preparation to the final stage.

I wish similar success to all the readen of this magazine. New Delhi Sukh Veer Singh, IAS

Competition Success Review has been a source of constant inspiration to me all along and I wish to share my success with your young readers

16 Bihar C/o 99 APO

Yogesh Kumar

#### PERSONALITY PLUS

This is a unique feature not found in any other youth magazine in India. It gives us valuable tips on improving our personality and general appearance. For instance, given the information about orthodontist Dr. Sunil Bhoolbhai (CSR Dec. 1998) will be of great help to youngsters like me.

**Pondicherry** 

R. Anitha

#### BBC MASTERMIND

The questions culled from BBC Mastermind in Competition Success Review (January 1999) were unusual. Please

accept my thanks for giving us this feature regularly.

Mandi (Himachal Pradesh)

Rajender

#### **CAREER OUERIES**

I wish to suggest that you introduce a regular feature on Cureer Queries to help your readers decide on the various career options. This will earn you the gratitude of all aspirants to various competitive examinations in the country.

Cuttack (Orissa)

Rashmita Mishra

#### **BANK INTERVIEWS**

While it is commendable that Competition Success Review regularly publishes interviews with IAS Toppers, I suggest that you publish interviews with toppers in other competitive examinations like Bank Probationary Officers.

Mandya (Karnataka)

Smitha Richira, G

#### SUCCESS IN NDA EXAM

I have been selected for the 101st Course of the National Defence Academy (Roll No. 023434). Competition Success Review, the Youth Magazine With A Difference, has provided me with moral and psychological support to achieve my goal in life. I wish to place on record my appreciation for the efforts put in by the Editorial Board in bringing out this magazine.

Ghaziabad (Uttar Pradesh) Deepak Tiwari

#### INDIA AND THE WORLD

The January 1999 issue of Competition Success Review aptly summed up the happenings in India and the world in 1998. Apart from the Flushback of the year given in the Free Booklet, the two Leaders: India in Retrospect and Prospect and the World in Retrospect and Prospect put the issues concerning India and global leaders in the right perspective.

Madurai (Tamil Nadu)

R.K. Raja

#### **EURO**

The excerpt from THE ECONOMIST (CSR, January 1999) on the launching of Euro was timely. Euro may pose a challenge to the ubiquitous dollar in the near future as it has now been adopted by 11 European nations. The only sad part is that the currency will be available to the people only three years hence. In the meanwhile, transactions will have to be carried on through credit cards and other means.

New Delhi

Manoj Sinha

Edited and Published by Surendra Kumar Sachdeva for Competition Review Pvt. Ltd., 604, Prabhat Kıran. Rajendra Place, New Delhi-110 008 and printed by him at Parshva Offset Press, B.9, Sardar Nagar, Delhi. Tele: 5712898, 5718495, 5761086, Fax: 91-11-5754647. Mumbai Office: 18, Nawab Building, 327, Dr. D. N. Road, Mumbai-400 001. Tele: 2633990, 2040987.

Competition Success Review is a monthly nugazine published from Delhi. All disputes are subject to Delhi jurisdiction only.

## Persons And Places In News



√Jayaprakash Narayan : The veteran

freedom fighter and Sarvodaya leader Loknayak Jayaprakash Narayan who fought for liberty and freedom of expression during internal emergency was posthumously awarded Bharat Ratna, the country's highest civilian award, on December 23, 1998. He



is the 35th recipient of this award.

Air Chief Marshal Anil Yashwant Tipnis: Air Marshal A.Y. Tipnis took over as the new Chief of Air Staff on December



A.Y. Tipnis

31, 1998 succeeding Air Chief Marshal Satish Kumar Sareen. Born on September 15, 1940 in Chattisgarh, in Madhya Pradesh, Air Chief Marshal Tipnis joined NDA January 1956 at the age of 15 and was commissioned in the Indian Air Force on

May 28, 1960 as a fighter pilot. A graduate of the Defence Services Staff College, Air Chief Marshal Tipnis earlier held a number of important command and staff assignments.

Sushil Admiral . Kumar: The Flag Officer Commandingn-Chief of the Kochipased Southern Naval Command is the new Thief of Naval Staff. Admiral Sushil Kumar replaced Chief of Naval Staff Admiral √ishnu Bhagwat on December 30, 1998.



Investigation

Director

-B.K. Raghavan: The Director-General of Police (Vigilance) in Tamil Nadu, assumed

office as the Director of the Central Bureau (CBI) replacing the Acting Mr. Trinath Mishra. on December 31, 1998. Dr. R.K. Raghavan is senior-most officer of the 1963 batch of the R.K. Raghavan

IPS. Raghavan has an academic bent of mind and holds a Doctorate in Police Administration.

Yevgeny Primakov: The Russian Prime Minister arrived in New Delhi on a two-day

visit on December 20, 1998. During his visit, . Mr. Yevgeny Primakov suggested a strategic partnership among India, Russia and China, to promote peace and stability in Asia. However, he downplayed his comments later at a Yevgeny Primakov news conference



admitting that Russia had not formally placed this proposal before India. India and Russia signed a defence pact, with six other key agreements during his visit.

✓ Chandrika Kumaratunga: The Sri Lankan President arrived in New Delhi on



a three-day state visit on December 27, 1998. Mrs. Chandrika Kumaratunga participated in foundation-laying ceremony for the expansion of the Sri Lankan pilgrims' rest house in New Delhi along with Prime Minister Mr. Atal Behari Vajpayee. She

also signed Sri Lanka's free-trade agreement with India.

Padanatha Muhammad Sayeed : The nine-time Congress MP from Lakshadweep, was unanimously elected Deputy Speaker of Lok Sabha on December 17, 1998.

Saddam Hussein: The Iraqi President. who has survived two devastating wars and

several assassination attempts during nearly two decades in power, had to face the US-UK air strikes on Baghdad in the third week of December 1998, even though he had narrowly avoided US strikes twice earlier in the year. Despite the aim of the latest



Saddam Hussein

"Operation Desert Fox" to overthrow Mr. Saddam Hussein, the Iraqi President was unfazed by the Anglo-American air strikes. Bill Clinton: Even after the US-UK air strikes on Iraq, the Republican-dominated House of Representatives voted for impeachment of the beleaguered US President for having relations with a former White House intern. And as the air strikes were being widely considered as Mr. Bill Clinton's calculated attempt to reap benefits and scuttle the impeachment proceeding the President declared that he would no resign from his post.

Jyotirmoyee Sikdar: The sprinter from West Bengal became the first Indian to bag a gold medal in the 1500m race in Asian the 13th Games in Bangkok. Jyotirmoyee Sikdar won her second gold in the 800 m race in the Games.



Iyotirmoyee Sikda

Zinedine Zidane: The 26-year-old Frenc footballer was named the Europea Footballer of the Year for an eventful 199



Zinedine Zidane

when he helpe France win the Worl Cup. Zinedane Zidar also won the Reuter Sports Personality ( the Year Award beating Austrian skiie Hermann Maicr an American sprinte Marion Jones int second and thir places respectively.

Dingko Singh: The 20-year-old junic commissioned officer of the Indian Nav beat the world number five Uzbek pugilis Timur Tulyakov in the bantamweight boxin final in the 13th Asian Games in Bangkol Dingko Singh is the first Indian to win boxing gold in the Asian Games after Kau Singh in 1982.

Bernardo Bertolucci : The Italian directo has been chosen for the Lifetime Achievem: Award for his contribution to cinema. H was presented with a Golden Peacock, shawl and a certificate at the 30t International Film Festival, which was helin Hyderabad from January 10 to 20, 1999 Bernardo Bertolucci is well-known in Indi for The Last Emperor, a film which ran fc weeks in India. Burtolucci's latest filr Besieged was a part of the film festival.

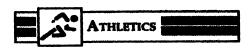


Baghdad: The Iraqi capital was in th news when the US-UK air strike! codenamed Operation Desert Fox, bombe it on December 17, 1998.

Chennai: The capital of Tamil Nad was the venue of the 86th Indian Scient Congress, held from January 3 to Januar

Hyderabad: The capital of Andhr Pradesh was the venue of the 30t International Film Festival of India from January 10 to January 20, 1999.

## SPORTS ROUND-UP



St. Silvester Road Race: The 29-year-old Paul Tergat of Kenya took advantage of an injured and absent Brazilian marathon world record holder Ronaldo da Costa, grabbing the lead midway and winning his third St. Silvester Road Race in Brazil on December 31, 1998. Tergat completed the 15 kilometre (9.3 miles) in 44 minutes, 47 seconds to get a top prize of 10,000 rials (\$ 8,350).



IBC Super Featherweight World Championship: Katie Burton won the IBC Super Featherweight World Championship beating the Swiss Christina Negg, in Aarau, Switzerland on January 3, 1999.



India-New Zealand Test Series: New Zealand claimed their biggest scalp for 13 years when Chris Cairns scored a century to secure a 1-0 Test series victory over India in Hamilton on January 6, 1999. After Cairns' second Test century ensured New Zealand that would not lose the Test, India, set to make 415 for an unlikely win, finished with 249 for two when the game was called off with 3.5 overs left from the scheduled 56 overs. India's Rahul Dravid who hit 190 in the first innings, got his second



Rahul Dravid, the third Indian to score two centuries in a Test Match after Vijay Hazere and Sunil Gavaskar

century of the match 103 not out off 136 balls 16 including boundaries. Dravid is the third Indian to score two centuries in a Test after Vijay Hazare and Sunil Gavaskar. Hazare hit a century in each innings of the match against Australia in 1947-48. Gavaskar hit thrice-two times against the West Indies in 1970-71 and 1978-79 and once against Pakistan in 1978-79. Earlier New Zealand won the second Test in Wellington on December 30, 1999. India scored 208 and New Zealand with 352 runs in first innings while in the second innings India scored 356 and New Zealand 215

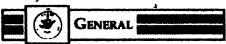
for 6 wickets in Wellington. Sachin Tendulkar hit a brilliant 17th Test century scoring 113 in the match. Indian skipper Mohammad Azharuddin joined a select band of Test cricketers who achieved the distinction of scoring more than 20 Test centuries after he hit 21st century in the same match.

Australia-England Test Series: Stuart MacGill led Australia to a 3-1 Ashes series victory over England when he sealed the fifth and final Test in Sydney on January 5, 1999 claiming 12 wickets in the match. MacGill was declared Man of the Match. It was in the final Test that Australian captain Mark Taylor, broke his predecessor Allan Border's world record for catches in Test by a non-

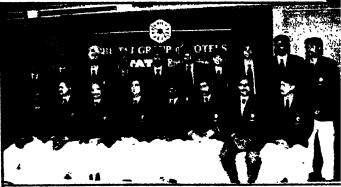
wicketkeeper when he took his 157th catch in the 104th Test on the day while Border had 156 catches from 156 games.

South Africa-West Indies Test Series: South Africa posted their fourth successive victory over West Indies in the fourth Test at Newlands, on January 6, 1999. West Indies was bowled out for 271, giving South Africa a 149-run win. Earlier South Africa cruised to a nine-wicket victory in the third Test on December 29, 1998. With it South Africa had clinched a 3-0 lead over West Indies on their first post-apartheid tour of the republic. South Africa won the first Test in Johannesburg by four wickets and the second Test win over the tourists in Port Elizabeth by 178 runs.

Pakistan-Zimbabwe Test Series: Zimbabwe won their firstever Test series in Faisalabad on December 21, 1998 when the fog-hit third and final match against Pakistan was abandoned. Zimbabwe won the three-Test series 1-0 following their sevenwicket victory in the first Test at Peshwar, their first-ever Test victory abroad. The second Test at Lahore was also abandoned because of misty conditions.



13th Asian Games: The 15-day long 13th Asian Games 1998 were held in Bangkok from December 6 to 20, 1998. India's



The Indian men's Hockey team which bagged the gold medal after winning the hockey finals against South Korea in 13th Asian Games in Bangkok in December 1998

sprinter Jyotirmoyee Sikdar won two golds in 1500-m and 800-m while Karnam Malleswari won the first medal, silver from India's side in the 63 kg category weightlifting in the Asian Games. N.G. Dingko Singh bagged a gold in bantamweight boxing. In billiards doubles, Geet Sethi and Ashok Shandilya won a gold while India clinched another gold in billiards when Ashok Shandilya defeated his compatriot and world professional billiards champion Geet Sethi in the singles final. In Kabaddi, India's men's team struck a gold, defeating Sir Lanka. In a spectacular performance, India clinched a gold after 32 years defeating South Korea 4-2 in the men's hockey finals. In the medals tally, China ranked number one with 129 golds followed by South Korea with 65 golds. Japan stood third with 52 gold medals. India ranked at 9th among the 33 medal-winning countries.

## CSR Super Brain of India Award Winners 1998





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## CSR Super Personality of India Award Winners 1998



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SAARC Golf Championship: India clinched the inaugural SAARC Golf Championship title defeating Sri Lanka 2-1, in a closely fought finals in Bangalore on January 10, 1999. In the three-match head-to-head finals, top ranked Indian amateur World Cup finalist Harmeet Kahlon put India one-up defeating Sri Lanka's amateur world cup finalist Tissa Chandradasa by a margin of four holes with a scoreline 4 and 3. In the second match, Sri Lankan Lalith Kumara prevailed upon Digvijay Singh on the first extra hole in the second death play-off after the two players were tied after the regulation 18-hole second finals. While Amish Jaitha playing in the third match behind Digvijay, beat Sri Lankan Aruna Rohana at the 17th hole to clinch the championship for his country with the scoreline of 2 and 1.



Sports Personality Of The Year And World Player Of The Year: France's Zinedine Zidane won the Reuters Sports Personality of the Year award, beating Austrian skiller Hermann Maier and American sprinter Marion Jones into the second and third place respectively. Zidane was named for another award World Player of the Year by the readers of the London-based English magazine Football World.

K.K. Birla Foundation Awards: India's tennis doubles duo Leander Paes and Mahesh Bhupathi, and national women's badminton champion Aparna Popat have been selected for the K.K. Birla Foundation Awards for sports for 1997-98. The Foundation presents two awards every year, since 1991 and each award is worth Rs. 75,000.

Star Of The Asian Games: The 28-year-old Japanese sprinter Koji Ito was voted the star of the 13th Asian Games adding a \$100,000 cheque to his three gold medals.

European Player Of The Year: French footballer Zinedine Zidane was named European Footballer of the Year in Paris, on December 21, 1998. He was honoured for an eventful 1998 which saw him help France win the World Cup. The



French soccer player Zinedine Zindane (r) receiving the 1998 Golden Ball Award for the European Footballer of the Year from France Football Association Director Gerard Henaut

26-year-old midfielder who scored with two headers in the 3-0 final victory over Brazil was presented the Golden Ball Trophy.

## **SPORTS**

International Tennis Federation Awards: Pete Sampras and Lindsay Davenport of the US were named the International Tennis Federation World Champions on January 5, 1999. Sampras, who finished the season as world No. 1 for a record sixth consecutive time, also won the ITF award for the sixth straight time. The ITF men's doubles award went to the Dutch pair of Jacco Eltingh and Paul Haarhuis, while the women's recipients were Davenport and Natasha Zvereva.

African Player Of The Year: Moroccan World Cup star Mustapha Hadji was named African Footballer of the Year by African Football Magazine after a vote of 51 journalists from countries affiliated to African Football Confederation (CAF), on December 24, 1998.



Hopman Cup: Australia's newest tennis sensation, 15-year-old schoolgirl Jelena Dukic helped her country power



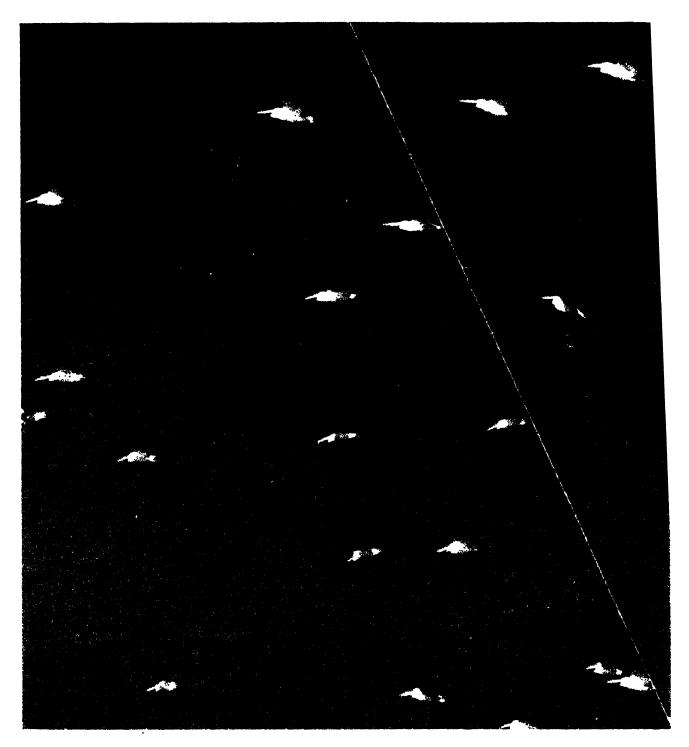
Jelena Dokic of Australia returning a shot to Asa Carlsson of Sweden in the finals of Hopman Cup in Perth

to victory over Sweden in the Hopman Cup finals in Perth on January 9, 1999. Dokic, won \$62,500, and her partner Mark Philippoussis beat Sweden to snatch the two singles clashes and win the mixed teams tournament for the first time. Dokic beat Asa Carlsson 6-2, 7-6 (10-8) before Phillippoussis defeated Jonas Bjorkman 6-3, 7-6 (8-6). In the mixed doubles, played as a pro-set, the Swedes gained a small consolation by winning 8-6, leaving Australia 2-1 winners in the finals.

Super-Power Challenge Cup: Former world champion Steffi Graf of Germany had to drop out of her Super-Power Challenge Cup final against American teenager Venus Williams in the first set after suffering from an upset stomach in Hong Kong on January 9, 1999. Williams was declared winner.

Qatar Open: Unseeded German Rainer Schuttler clinched the Qatar Open title beating top-seeded Tim Henman 6-4, 5-7, 6-1 in the finals in Doha on January 10, 1999.

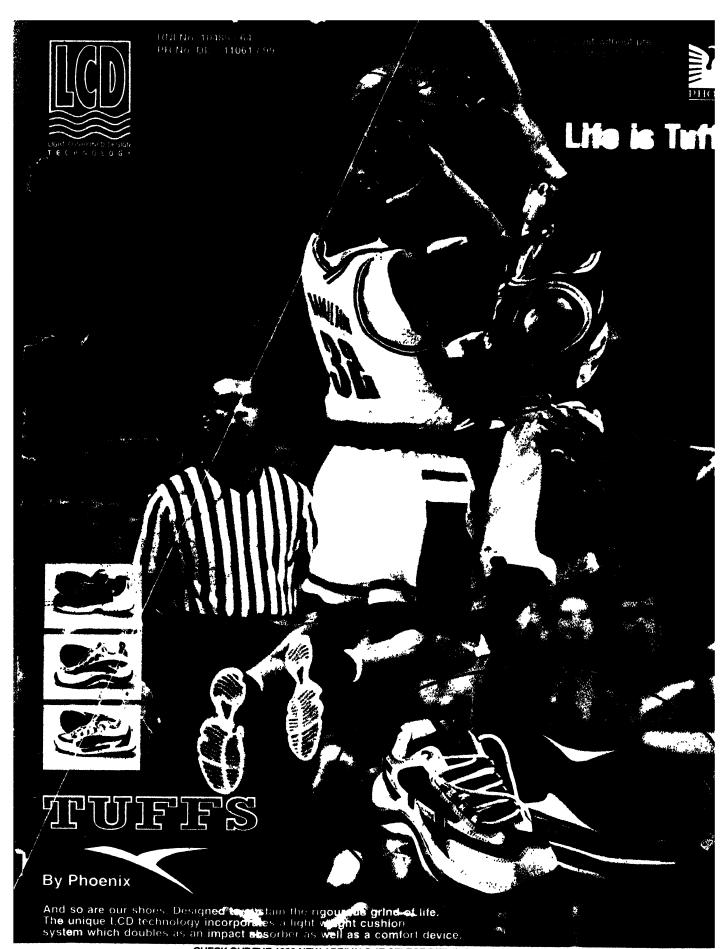
Australian Hardcourt Tennis Championships: Swede Thomas Enquist clinched his first title in the eight months as he beat Australian Lleyton Hewitt 4-6, 6-1, 6-2 to win the \$350,000 Australian Harcourt Tennis Championships in Adelaide on January 10, 1999. Earlier Patty-Schnyder defeated top seed Mary Pierce of France 4-6, 7-6 (7-5), 6-2 in three sets to claim the Australian women's Hardcourt Tennis Championships title in Gold Coast, in Australia on January 9, 1999.



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--John Viscount Morley of Blackburn

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Vol. XXXV No. 9

C/S/R

EDITORIAL
As We Think, So We Are ...13

**LEADERS** 

"Powerless" India: Let There Be Light!...15 Never Bank On Our Banks ...16

**COVER STORY** 

"All 10" Anil Kumble ...113

SPECIAL FEATURE

MBA Entrance Examination, Faculty Of Management Studies, University of Delhi: January 1999 Question Papers (Fully Solved) ...31

SPORTS PLUS

Sports Round-Up ...110 Australian Open '99 ...112

CSR SPECIAL

Interviews: How To Succeed
—Judy Skeats ...63
General Knowledge Encyclopedia ...79
Studying Abroad:
Ovelity Courses Great Entere 81

Quality Courses, Great Future ...81 BBC: The Complete Mastermind ...86 World Press ...99

PERSONALITY PAUS (\*\*). \*\*\*\*

Hollywood Glam Makes Fashion News! ...87
A Bewitching, Sweet-Smelling Personality ...88
Flowering Her Way Through Life ...90

GENERALKNOWLED & E India ... 19, The World ... 25 Constitution Of India ... Dr. M.V. Pylee ... 17 Indian National Movement —Mr. K.K. Bhardwaj ... 51.

Who...What...When...When...Why ...54
Expected Questions—Madan Lal...65
Latest In General Knowledge ...91
Pangon And Places In News ...109

SUCCESS IN PERSONALITY TESTS
Facing The Interview Board ...43
Avoid Finding Faulte Improve Your Personality ...53
Group Discussion ...71

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—Mr. Brijandra Singh, IAS

A Manapy Ride: 38

-Mr. Vishal Chauhan, IAS Choose Your Optionals Carefully...40

My Personality Test ...41 My Biggest Mistake ...41

GENERAL ENGLISH Word Power ...105

COLOUR FEATURES
Four Square & CSR

1999 World Cup Planner ...55-62

**FEATURES** 

Book Review...85; Careers & Courses ...103 Competition Opportunities ...106 Memory Retention Contest ...106 Letters ...107

FREE BOOKLET
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In A Nutshell ...117-152



Anil Kumble: p. 113



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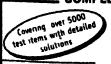
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## competition SUCCESS review



## As We Think, So We Are

Dear Friend,

We, and we alone, are responsible for what we are. As we think, so we evolve, emerge and end up ultimately. Sooner or later, the man who wins is the man who thinks he can.

Success is within everyone's reach whatever be his physical, social, educational or economic levels and limitations. Many have soured to great heights and become great despite their physical handicaps, poverty and lack of formal education. Tighting all alone Maintma Gandhiji won against the brutal whites of South Africa and the mighty British Empire. Franklin Delano Roosevelt, crippled by paralysis, was the only one to be elected as American President for four terms in succession. Thomas Alva Edison, the greatest of all inventors, and Beethousen. the world famous plants; and composer, were stone-deaf. Winston Churchill, who saved whe British from stark defeat and led to glittering victory in World War II, was the worst stammerer when young. Abraham Lincoln, whose Gettysburg speech is the epitome of equality and freedom, started his life as a store clerk and village postmaster.

You can do anything and everything. Have faith and go to work. Success has to be carnedund it demands sustained hard work and sacrifice. There is no success without some sacriffice. You get out of life only what you give to it. If you are willing to work diligently towards your goal, you will surely succeed. The good things in life can be yours if you have a truly strong motivation for achieving them. One's attitude determines one's future. You can always fashion your future, the way you want.

If you have faith in yourself, others will repose faith in you. Always keep a cheerful disposition, na matter how tough the going is. If you can laugh in the face of defeat and persist with your efforts, you will crown yourself with supreme success. Try and develop a genuine, vital interest in the object you wish to achieve. Concentration is fixing your mind and energies on one thing to the exclusion of others. The weakest creature, by concentrating his power on a single object, can accomplish something; whereas the strongest, by dispersing his powers over many things, may fail to accomplish anything.

Live for something, have a purpose and keep that purpose in view; drifting like a helmless vessel, you can never be true to life. Work is the key to happiness. We live in deeds and not years, in thoughts and not breaths, in feelings and not figures on the dial. He lives most who thinks most, feels the noblest and acts the best; our thoughts rule our life; as we think, so we are. We make or man our success by our thoughts. The pleasantest things in the world are pleasure thoughts and the great art in life is to have as many of them as possible.

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## "Powerless" India: Let There Be Light!

God said: "Let there be light. And there was light." The DVB (Delhi Vidyut Board) said, "Let there be light" and there was total darkness. And the DVB does not know when it will lift its veil of darkness. Luckily, the DVB is in good company with similar sluggish State Electricity Boards in spreading darkness across the country by virtue of rampant inefficiency, power leakage, power theft, corruption and total unaccountability. All the claims by the Delhi Government and the Centre notwithstanding, with the passage of every year, the Capital of India, instead of surging forward in the era of globalisation, is steadily sliding back into the "Dark Age". Millions of citizens have resigned themselves to the ordeal of a miserable life without the basic minimum power required to survive :

students cannot study for hours together in candlelight, emergency operations cannot be conducted in hospitals for want of power; water supply to citizens comes to a grinding halt when the pumping station stops functioning and crime stalks the streets to strike the unwary under cover of darkness. The hapless people sweat it out at home and in the offices and hundreds upon thousands of generators are run by shopkeepers to keep their business going. But none of these things seems to bother either the staff or management of DVB; from the point of irresponsibility and unaccountably no SEB can beat the DVB. Any time is gay time for load shedding: winter or summer, spring or autumn, i.e., 365 days in a year. (Thank God, He has provided only 365 days in a year and 24 hours in a day!) Power cut could be for one hour, ten hours, day or night, and could last for days together as in some of the trans-Yamuna colonies where exasperated citizens, in the face of a callous DVB and an irresponsive government, have often resorted to rasta roko agitations and even manhandling of the local DVB staff at the complaint centre.

One must extol the virtues of patience of the Delhi citizen and citizens of India for putting up with the callousness, corruption, inefficiency and arrogance of those employed by the Government to provide a basic need such as electricity paid for by the consumers. To a large extent, the so-called power shortage is purely man-made and the blame should be laid as much on the door of the State Electricity Boards as on the State Governments and the Central Government, who have been a party to the chronic problems of overstaffing. wastage, pilferage, corruption and who have all along failed to take both short-term and long-term steps to tackle the growing needs of power inevitable with a growing population, industrialisation, agricultural production and ever-increasing demands in the wake of greater investment-internal and external-on the morrow of globalisation.

While dedicating to the nation the first 115-mw unit of the Kayamkulam Combined Cycle Power Project in Kerala



on January 17, 1999, Prime Minister, Mr. Atal Behari Vajpayee, himself admitted that the SEBs were losing more than Rs. 6,000 crore every year, with "excessive cross-subsidisation, poor economic efficiency, poor maintenance of network and poor collection of revenue", corroding the financial health of every SEB.

Reverting to Delhi, the Union Territory is notorious for power theft committed by both the rich and the poor—the farmhouses of the rich and industries and commercial houses in non-conforming areas as well as the scattered slum clusters—in direct collusion with DVB officials who make hay while 'darkness' deepens in home and establishments that pay their dues to DVB periodically. Many in the Capital might have forgotten an ironic incident

in Delhi a few years ago when there was a riot between the residents of a Government colony clashing with the police and residents of an adjacent Jhuggi-Jhonpri colony over the then DESU imposing a prolonged power-cut on the colony and letting the illegal slum settlement enjoy 'free' electricity at the cost of consumers of DESU.

Towards the end of January 1999 at least two governments-Delhi and Uttar Pradesh-announced restructuring of their DVB and UP State Electricity Board (UPSEB) to give a better deal to their consumers. The Delhi Government announced that DVB would be split and that they would form separate companies for generation, transmission and distribution of power and set up an independent electricity regulatory commission. On the generation front, the Government proposes to attract fresh investments in both the private sector and the joint sector under the BOT. Any project that would give the woebegone citizens of Delhi assured minimum supply of power is most welcome just because, though the installed capacity of DVB is 694 mw, what is available is just half of this capacity while the peak demand this summer is going to be 2,700 mw and the requirements by 2002 in the vicinity of 3,500 mw. On January 27, 1999. the UP Government took a decisive step towards privatisation of the power sector, particularly in respect of UP State Electricity Board. The State Government proposes to set up separate corporations for transmission and distribution, and for thermal and hydel units. UP is in the grip of a severe power shortage and, according to the State Energy Minister, the State needs a whopping Rs. 69,000 crore to revamp the entire power system and augment its generating capacity. The Minister says that UPSEB has become a white elephant, having accumulated losses of Rs. 7.000 crore and a cash liability of Rs. 4.200 crore. Despite an installed capacity of 5,886 mw, there is a shortage of 1500 mw in UP during peak hours; the State's per capita consumption of 204 units per year is the lowest compared to other States and the national average of 319 units per year.

There is no getting away from the much-needed power reforms that could be achieved only through privatisation and corporatisation. Orissa, Haryana and the cities of Mumbai and Calcutta have already shown the way. Orissa has been able to reduce its transmission and distribution (T & D) losses by 10 per cent after its SEB was corporatised. Yet another State to go in for corporatisation of power was Andhra Pradesh that replaced the State Electricity Board (APSEB) with two corporations—AP Genco and AP Transco (for generation and transmission) on February 1, 1999. While India's T&D losses are 20 per cent, it is just 10 per cent in the rest of the world.

If India is to progress on different fronts and has to

catch up with the rest of the world, it has to build a solid and healthy infrastructure, and a key element to the infrastructure is power. Most of the foreign investors eager to invest in India develop cold feet at the bleak power scenario in the country. The India Infrastructure Report estimates that India needs to install 111,500 mw in the next 10 years at a cost of Rs. 6,24,400 crore. Can we achieve this target? We cannot if we choose to remain stuck in the old grooves of sloth, delay, corruption, power theft and bureaucratic bungling. We can if we privatise and corporatise, trim the bureaucratic flab, cut down delay on every project and blend high will power with the success of every project. There are no options to strong will and hard work.

## **Never Bank On Our Banks**

A million bank employees across the country struck work on January 12, 1999 and have threatened to go again on an indefinite strike from March 17, 1999 over the issue of a higher pay packet. They have expressed their displeasure over the "inflexible approach" of the Indian Banks' Association regarding their demand for an expeditious negotiated wage settlement and recruitments. The bank unions have also demanded that all vacancies must be filled in and adequate recruitments immediately made to relieve the employees of their excessive workload.

Whatever be the excuse or justification, the employees of banks have resorted to all techniques of stoppage of work any number of times in the past, holding the entire economy to ransom and putting the customers to maximum hardship for days together. Neither the Government of India nor the Ministry of Finance, ever willing to succumb to the blackmail of striking employees, asking for a bigger cake without a corresponding obligation to provide a greater quality of service in due proportion to the financial hike asked for, has bothered to compensate the much harassed customers for the untold hardships caused by strikes by the bank employees.

A major question that the Government and the bureaucracy in general, and the bank employees in particular, have to ask themselves is whether the employees have ever bothered to match their performance and output with the greater outlay the Government provides for their "opulent style of living". That neither the government nor the trade unions are interested in quality, performance and accountability of its employees has been already shown by the cavalier way the recommendations of the Fifth Pay Commission in regard to dovetailing performance with hike in pay was treated by the United Front Government. In the monolithic structure called bureaucracy in India or in respect of employees in the banks or the white elephants called PSUs, one gets one's salary or increments, holidays and all perks whether one works or not. The efficient few are clubbed together with the dullards who constitute the majority; the one who shirks work is never punished and one with an outstanding performance is seldom rewarded; rather he is pulled down by the majority out of the pervasive fear that his solitary example might undermine the ivory tower of indolence in which the majority wallow. accountable to none.

A former Governor of the Reserve Bank of India, Mr. S. Venkatarainanan has described the public sector



A view of striking bank employees in Delhi on January 12, 1999

banks as government's non-performing assets (NPAs), spawning Rs. 40,000 crore of seemingly irrecoverable loans. According to him, the overall profits of public sector banks are negative and that no respectable banker would accept a negative 0.07 per cent return on assets. Low rates of return of many public sector banks, coupled with heavy losses of a few, account for this situation. According to Mr. Venkataramanan, total NPAs of the Indian banking system hold a world record. The 1997 survey of the Bank of International Settlements (BIS) shows that India's NPAs as a percentage of total loans is 17.3 as compared to

USA's 1.1 per cent, Japan's 3.3 per cent, Malaysia's 3.9 per cent and Korea's 0.8 per cent.

Reacting to the shabby performance of these banks, the Government is contemplating the establishment of restructuring committees or mergers to revive these moribund aberrations. If all these resuscitation attempts fail, the Government will take off the oxygen mask and let them take the last breath without much fanfare.

According to the Indian Banks' Association, "A large staff has restrained the banks' ability to give an offer of a substantial hike in the wages." IBA says that "the public sector banks have a large workforce. If we examine the percentage of establishment expenses to operating expenses of public sector banks, this works out to 73.11 per cent as compared to 67.36 per cent for all banks in 1997-98." Added to this, with the ongoing computerisation in banks, there have been surpluses especially in metro and urban centres where it has not been possible to deploy the surplus manpower effectively while there are acute shortages in rural and semi-urban areas.

When the then Prime Minister Indira Gandhi nationalised many of India's banks in 1969, she would have never dreamt that both the unaccountable management and the inefficient large workforce would, in just a few decades, nullify the noble motives of nationalisation. The so-called nationalisation provided the employees full proof security at the cost of efficiency and better performance of the banks. It is beyond the ken of one's comprehension that when several foreign banks are making brisk business and earning huge profits, why our banks are faring so badly.

Banks are yet another sector where the rot has already set in. The Indian taxpayer wouldn't like the powers that be to provide crutches to banks that cannot stand on their own, having wasted all the funds to make them healthy. Privatise or perish!

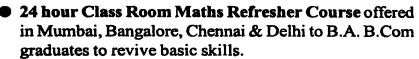
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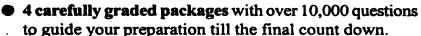
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There is nothing called permanent enmity or friendship; bitter foes can turn friends wernight and fast friendship could sour into mouldering malice. Just as a single andlelight can dissipate the darkness of years in a split second, seemingly simple jestures can help thaw bitterness between ndividuals and nations. Nothing could have seen a better godsend than cricket for India and Pakistan to forget for a while all the ritants that cleaved a people who lived ogether for centuries before freedom at nidnight in August 1947.

The Prime Minister's iron resolution that he Test series will take place in India, Sprite Shiv Sena's antics at thwarting it at it costs cheered up not only the cricket overs in both the countries, but also provided a healing balm to the bilateral ties 'he milling spectators in Chennai gave a tanding ovation to the victorious Pakistani eam even though India lost the first Test y a whisker. So carried away by the magic if cricket that there were rumours that the 'akistani Prime Minister was keen to come o India to see both the teams play. The rowning glory came on Sunday the 7th ebruary, 1999 when Anil Kumble created ustory with his 10-wicket-haul sending 'akistan crashing to a 212 run defeat on the ourth day of the second Test match in New

Cricket has shown that there is no reason why people who lived together as one indivisible unit for centuries should not live like friendly neighbours burying all bad blood created by self-destructive political games. Even Mr. Vajpayee's simple gesture that he was keen to go to Lahore making use of the bus service to be started between the Indian capital and Lahore has brought about winds of change in the subcontinent. It showed that the Prime Minister, while asserting his right to strengthen his country letting it go nuclear in May last was equally prepared to forget all the bitter past and open a new chapter with his country's neighbour.

## Global Elimination Of Nuclear Weapons

In conformity with India's known stand on nuclear disarmament, the Defence Minister, Mr. George Fernandes has called for what he termed as global and total elimination of nuclear weapons. Nuclear weapons states should also commit themselves to no-first-use. There is an urgent need to sincerely address these two aspects.

He was delivering the inaugural address at the two-day international conference on 'Asian Security in the 21st Century' organised by the Defence Ministry and the Institute for Defence Studies and Analysis (IDSA) on January 27, 1999. Former Defence

Minister, Mr. K.C. Pant, who presided over the conference. referred particularly to the emerging situation in the postcold war world and disintegration of the Soviet Union. He also referred to the increasing instances of low intensity conflicts and predominance economic issues, and urged inter-national cooperation combat drug trafficking and narcoterrorism.

Mr. George Fernandes stressed the need to discuss and resolve the

differences and problems through dialogue. Giving reasons that the next century will be the Asian Century, he told the representatives attending from about 30

countries, "This is where the world's major socio-economic changes are taking place, and this is where five out of six centres of power and capability—the USA, Japan, China, India, EU and Russia—are located."

India, he said, believed that a cooperative approach to peace and security is the only viable means of achieving an Asia without war and conflict. The five principles of international relations enumerated in the Panchsheel Agreement of 1954 and the UN Charter contain the basis for such cooperative peace and security.

He reminded the gathering of the World Court's verdict of 1996 to move energetically towards global and total abolition of nuclear weapons, and there exists an obligation to negotiate and conclude such an agreement. In November 1998, India had moved a resolution in the United Nations to ban the use and threat of use of nuclear weapons. Unfortunately, other nuclear weapons states and many so-called non-nuclear weapons states, protected by nuclear weapons, voted against the resolution.

Secondly, to ensure stability and reduce the risk of accident and miscalculation, it is vital that the nuclear doctrine of various countries is harmonised with the concept of cooperative security. This would necessitate commitment to no-first-use of such weapons, and nuclear postures in consonance with them. China and India have already pledged themselves not to be the first to use nuclear weapons.

The most striking challenge confronting the policy makers in Asia and beyond is the fundamental uncertainty prevailing in the strategic, economic and military dimensions, said Mr. Fernandes.

#### Indo-US Talks

The eighth round of Indo-US talks began on a positive note on January 29, 1999 with US President, Mr. Bill Clinton having a telephonic conversation with the Prime Minister, Mr. Atal Behari Vajpayee. The two leaders expressed optimism at the overall outcome of the on going talks.

The US Deputy Secretary of State, Mr. Strobe Talbott and India's External Affairs Minister, Mr. Jaswant Singh, who earlier held marathon discussions have agreed to harmonise their security perspectives and committing themselves to stepping up this process.

The key issues that came up for discussion were: India's resolve to maintain a minimum credible nuclear deterrent or defence posture, the US stress on the Comprehensive Test Ban Treaty (CTBT)



Prime Minister Atal Behari Vajpayee with Indian skipper Mohammad Azharuddın and Pakistani cricket captain Wasim Akram during a get-together at PM's residence on February 6, 1999

bellu. On the field to hug the ace bowler were the Pakistani skipper Wasim Akram and his other team mates in a surging wave of spontaneity.

and questions relating to missile development.

A joint statement, issued at the end of the three-day meeting between the External Affairs Minister and US Deputy Secretary of State, has expressed satisfaction at the outcome and pointedly mentioned the shared view of the two sides to lay the foundation for a new, broad-based relationship that has eluded the two sides in the past.



US Deputy Secretary of State Strobe Talbott meeting with Jaswant Singh, External Affairs Minister at Hyderabad House during the eighth round of Indo-US talks in New Delhi on January 29, 1999

The scope of the dialogue on security, disarmament and non-proliferation, to use the official description, has of late narrowed down to four subjects: (i) the US stress on the Comprehensive Test Ban Treaty; (ii) India's plan for a minimum but credible nuclear deterrent, or its defence posture; (iii) control on the export of nuclear material; and (iv) cut-off in the production of fissile material.

Regarding India's stand on its defence posture, the Prime Minister, Mr. Atal Behari Vajpayee had already explained it in December last year: "Our talks (with the US) are based on the fundamental premise that India will define its own security requirements, for its nuclear deterrent, on its own assessment of the security environment. The US and other interlocutors are interested in understanding our positions and policies better."

Interestingly, India has agreed to sign the CTBT before September 1999, provided the stringent panctions imposed on it are lifted. The US State Department spokesman, Mr. James Rubin said the Indo-US talks are "productive and generated new momentum. There is some encouragement on the part of our negotiators".

### US Refuses To Mediate In Jammu & Kashmir

There has been a perceptible change in the United States' approach towards Jammu & Kashmir. It refused to share Pakistan's demand for its mediation in the Kashmir issue without India's concurrence. The Deputy Secretary of State, Mr. Strobe Talbott made it clear that Washington is not in a position to act as a "mediator or broker" unless it is asked by both parties. India has been consistently opposing any third-party mediation in the bilateral issue. Mr. Talbott was delivering a speech in the Institute of Strategic Studies (ISS) in Islamabad. "The US expressed its strong support for the current talks between Pakistan and India including on Kashmir."

Outlining the key US goals in the region following nuclear tests by India and Pakistan. Mr. Talbott said that Washington would regard any agreement on a credible nuclear deterrence between the two neighbours as a "progress in the right direction" towards global nuclear nonproliferation." It is important for the two states to define conceptually and operationally

credible minimum nuclear deterrence in ways that are recognised by each other and the world as such," Mr. Talbott said.

According to Mr. Talbott improving ties between Pakistan and India and helping resolve the Kashmir issue was no less important to the USA.

### Second Generation Reforms

In a move to include the common people in the reforms process, the Government has proclaimed its intention of carrying out what it termed as "second generation reforms" from the forthcoming budget, 1998-99. The Finance Minister, Mr. Yashwant Sinha said on January 19, 1999 that he did not want the common people to feel that they have been delinked from the budget.

The second generation reforms cannot be started without the first generation reforms being completed which are : deregulation of the market, reforms in the tax system, controlling inflation and reducing the fiscal deficit. Of these, fiscal reduction has proved to be most important for all reforming countries around the world. It should be conceded unambiguously that neither Dr. Manmohan Singh nor Mr. P. Chidambaram succeeded in reducing the fiscal deficit and the current Finance Minister, keeping his predecessors' job in mind, should target it first. It would be preposterous to harp on the second generation reforms without completing the financial sector reforms or the public sector reforms.

The Finance Minister characteristically remarked that the hands of the Government are tied. It cannot, for example, cut any of the major subsidies from its expenditure budget. Likewise, the Public Distribution System (PDS) has benefited the urban middle class instead of the urban poor, and fertiliser subsidies have gone more to the rich than to the poor farmers. It is no secret that the manner in which subsidies are being offered have caused a drain on the exchequer, yet in the forthcoming budget they will be maintained in as big a proportion (around 12 per cent) of the total government expenditure as before.

Yet, there are other important areas like health, education, women and child welfare and environment which have been assigned a "left-over" status. But these are precisely the areas that Nobel Laureate, Prof. Amartya Sen wanted the Government to be active in and it has to be seen how well the Government works upon them.

There is hardly any doubt that the signals for the market will come from the budget because if it is truly a reformist budget—a hope that the Government is trying to project—the recovery of the economy will be quicker because it will boost business expectations.

### State Funding Of Elections

The report of all-party Committee on State Funding of Elections has justified State funding of elections, saying it is legal, constitutional and in public interest. The eight-member Committee, set up in May 22, 1998 under the Chairmanship of the former Union Home Minister, Mr. Indrajit Gupta, submitted its report to the Union Home Minister, Mr. L.K. Advani on January 14, 1999. Mr. Advani said: "This is a unanimous report and it should be possible to legislate on the basis of this report."

Mr. Gupta was of the opinion that, to strengthen the democratic roots, the Government should help in the Stare funding of elections. He added: "It will also help in removing corruption and black money and other malpractices from elections."

The Committee suggested creation of a separate election fund for meeting the expenses on State funding of elections. "To begin with, the Central Government may contribute Rs. 600 crore annually, at the rate of Rs. 10 per elector for the total electrorate of sixty crore in the country, towards the corpus of the fund. The State Governments may also contribute proportionately a matching amount of Rs. 600 crore annually in accordance with the present financial arrangement between the Centre and the States whereby all capital expenses on election items are shared by them on 50:56 basis," the report said.

Significantly, the Committee felt that all political parties should compulsorily submit their annual accounts regularly to the Income-Tax authorities, showing all details

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of their receipts and expenditure. It recommended that State-funding should not be provided to any party or its candidates if the party had failed to submit its annual returns. For transparency in party accounts, all donations received by political parties above Rs. 10,000 should be accepted only through cheques or bank drafts.

To curb the mounting election expenses of parties and candidates and ostentatious show of money power by them, it favoured placing of reasonable restrictions on them by law in display of cut-outs or vehicles and holding of public meetings.

As a first step towards State funding of elections, the Committee has suggested the grant of a number of facilities, such as the allotment of the rent-free telephone to the recognised National and State parties, aufficient free air time on Doordarshan and AIR, including the provision for such benefits through other private channels, including cable operators, specified quantity of petrol or diesel, paper for the printing of election literature, postage stamps, five copies of the electoral rolls for each constituency besides refreshments and food packets for the counting agents.

The Committee comprised Mr. Somnath Chatterjee, Dr. Manmohan Singh, Mr. Madhukar Sarpotdar, Mr. Vijay Kumar Malhotra, Mr. R. Muthiah, Mr. Digvijay Singh and Mr. Ram Gopal Yaday

### New Chief Ministers In Arunachal Pradesh And Maharashtra

There has been a change of guard in Arunachal Pradesh with the defeat of Chief Minister, Mr. Gegong Apang on the floor of



Mukut Mithi
the House by a voice vote of 36 to zero.
Dissident leader, Mr. Mukut Mithi of
Arunachal Congress (M) was asked to
form the new government. Mr. Apang ruled

the State for 18 long years.

The ten-day-old drama which started on January 9, 1999 with ministers belonging to the Nyshi Tribe resigning from the Apang Ministry, came to an end after the three-hour long speech of Mr. Apang in the House when the Speaker went in for a voice vote, defeating the 28-month old Arunachal



New Chief Minister of Maharashtra Narayan Rane

Congress Ministry of Mr. Apang. Mr. Mukut Mithi was sworn in as the new Chief Minister of Arunachal Pradesh by the Governor, Mr. Mata Prasad on January 19, 1999.

A product of Agriculture University, Jabalpur, Mr. Mithi, 47, stepped into active politics after winning a by-election in April 1983 on a Congress ticket from Roing. Mr. Mithi was made a Deputy Minister in 1984. A sports enthusiast and President of the State Badminton Association, Mr. Mithi was elevated to Cabinet rank in 1987, the year when Arunachal Pradesh achieved Statehood. He retained the portfolio till 1990.

He was given the Home portfolio in 1996 but was dropped from the ministry following sharp differences with the Chief Minister in May 1998.

Mr. Mithi spelt doom for Mr. Apang when he broke away from the Arunachal Congress to launch his own Arunachal Congress (M) on January 10, 1999 after a spate of ministerial resignations at the call of Nyish Elite Society and All Nyishi Students Union.

Close on the heels of the political developments in Arunachal Pradesh, there have been changes in Maharashtra too. The Shiv Sena Chief, Mr. Bal Thackeray asked the Chief Minister, Mr. Manohar Joshi to step down and appointed the State's Revenue Minister, Mr. Narayan Rane as the Chief Minister. Mr. Rane, 45, was sworn in as the 15th Chief Minister of Maharashtra along with 47 Ministers on February 1, 1999 by the Governor, Dr. P.C. Alexander.

The short statured but tough looking Mr. Rane, began his political career in the suburban Chembur. As the Revenue Minister, he had earned a healthy respect from even the bureaucrats for his firm grip on the administration and his prowess for clearing files without the undue delays.

At a "Meet-the-Press" programme Mr. Rane cautioned the State administration against any kind of non-cooperation. "Hereafter, there will be no scope for ministers' complaint that bureaucrats are not cooperating with them. No one will be allowed to get away with any kind of mischief."

### Inter-State Council And Article 356

The fifth meeting of the Inter-State Council, attended by the Prime Minister, Mr. Atal Behari Vajpayee, Union Ministers and Chief Ministers was held on January 22, 1999 to hammer out a consensus over the "misuse" of Article 356 and other emergency provisions in the Indian Constitution. The Council resolved to accept as many as 124 recommendations made by the Sarkaria Commission.

The Council was hardly able to overcome the "diversities in perception" reported by the George Fernandes Sub-Committee, comprising the Chief Ministers of Andhra Pradesh, Orissa, Uttar Pradesh and the Finance Minister of West Bengal.

In his opening remarks, the Prime Minister observed that the Chief Minister of West Bengal, Mr. Jyoti Basu had written to him inviting his "attention to the serious controversies that have arisen in the country regarding the scope, application of Article 355".

The Home Minister, Mr. L.K. Advani, however, turned down West Bengal's suggestions and held that the Centre had a constitutional obligation "to keep constant vigil monitoring ground realities in the entire country very closely" and that the Centre has to "act according to its own perception of the situation".

Meanwhile, both the DMK Government in Tamil Nadu and the Akali Dal Government in Punjab remained committed to the total abrogation of Article 356. Rajasthan Chief Minister, Mr. Ashok Gehlot wanted steps to be taken to restore the original position saying the Bommai Case (1994 Supreme Court) had created more problems than sorted them out. On the other hand, many wanted that the Bommai judgement itself should be accorded a statutory recognition, with detailed advice as to how the Centre/Governor would go about determining whether a situation had arisen when the State Government could not function in accordance with the provisions of the Constitution.

It was decided to accept the Sarkaris Commission's recommendations in the matter. The States also made demands for a redefinition of the basis for division of financial resources between the Centre and the States.





The Senate trial of the US President, Mr. Bill Clinton, began in the New Year with none knowing when the curtain of the bizarre drama would be rung down. As the Second Act of the second political drama of its kind in American history opened, the hero (or the villain?) of the drama pleaded not guilty, denying the impeachment charges against him by the House of Representatives prosecutors who alleged that he had orchestrated a broad scheme to obstruct justice and hide his affair with Ms. Monica Lewinsky. The US President contended that the charges should be dismissed because they did not meet the constitutional standard of high crimes and misdemeanours required for removal from office. Mr. Clinton conceded that he had indulged in improper conduct in the Lewinsky affair, but the allegations heaped on him by the House of Representatives in this regard did not

House of Representatives-appointed prosecutors, while the White House slammed the charges as "unsubstantiated and circumstantial" and termed the proceedings as a political campaign to unseat a Democrat President. Each of the 13 prosecutors insisted that witnesses be summoned to unravel the truth.

Rising to peaks of his characteristic eloquence, the Republican representative, Mr. Henry Hyde, the lead prosecutor, said : Some of us have been called Clinton haters. This is not a question of who we hate, this is a question of what we love-the rule of law, equal justice before the law and honour in our public life." Reminding the American citizens of their indebtedness to the past, Mr. Hyde said: "We must never tolerate one law for the ruler and another for the ruled. If we do, we break faith with our ancestors from Bunker Hill, Lexington and Concord to... Desert Storm."

As the trial battle was on, the counteroffensive on behalf of the White House was launched by its counsels Charles Ruff, an

> imposing figure in Washington legal circles for two decades. and Mr. Gregory Craig. They argued that the President was innocent of charges lodged against him and that he "must not be removed from office". Mr. Ruff traced Mr. Clinton's troubles back to the Paula Jones' sexual harassment lawsuit and assailed the motives of her lawyers in seeking to uncover evidence of Clinton's other extra-

marital affairs. It was this that led to the discovery of Monica Lewinsky and the President's illicit affair. He claimed that the evidence digging was done "clearly with only one purpose to embarrass the President". Mr. Gregory Craig challenged the impeachment charges against the President as "flawed" and "unfair". Commenting on the voting pattern by the Senate on January 28, 1999 when the Senate defeated a motion to dismiss the impeachment trial but approving a motion to hear from Ms. Lewinsky and two other witnesses, Mr. Craig asked for a quick end to the trial in the "national interest" just

because Mr. Clinton's Senate opponents do

not have the two-thirds majority needed to

remove him from office. "Any proceeding



US President Bill Clinton addresses members of Congress on January 19 during his State of the Union Address on Capitol Hill in Washington, DC.

charges in the articles do not rise to the level of high crimes and misdemeanour as contemplated by the founding fathers," said the 13-page White House Response to the Senate's formal summons.

The 105-page trial brief prepared by the House prosecutors had argued that the case was not about sex or private conduct. "It is about multiple obstructions of justice, perjury, false and misleading statements, and witness tampering-all committed or orchestrated by the President."

Prosecutors in the historic impeachment trial, while arguing for Clinton's ouster, accused him of putting himself "above the law not once, not twice, but repeatedly". "What he did was criminal, time and again," charged Mr. Sensenbrenner, one of the 13



Video picture of the former White House intern Monica Lewinsky taking the oath at the beginning of her video taped evidence during the impeachment trial of US President Bill Clinton

from this date forward only serves to delay the resolution of this matter, and runs counter to the best interest of the Congress, the presidency and the American people."

All through the days of the trial by the Senate, the President of USA moved-or at least appeared to move about—as if nothing had happened to him. Pooh-poohing all insinuations and protests, he delivered his annual State of the Union Address to the Congress on January 19, 1999 in which he waxed eloquent on the dangers of nuclear and missile proliferation from North Korea to India and Pakistan, CTBT, crusade against child labour, terrorism and pouring more venom over the strongman of Baghdad, but never making even a fleeting reference to the impeachment trial he was facing.

For the majority of the American public, the Clinton trial still looked a bit odd, with his stock still high when the prosecutors received the audio taped testimony of witnesses like Monica Lewinsky, the Presidential friend Vernon Jordan, who helped Ms. Lewinsky in her job search, and the White House aide Mr. Sidney Blumenthal.

A new twist to the trial drama was given by the independent counsel, Kenneth Starr on February 1, 1999 when he hinted that he would seek to indict the President on two charges of perjury and obstruction of justice. According to the New York Times, Starr is seriously asking a federal jury to indict the President before the end of his second term. According to him, the US Constitution and legal precedents have given him the green signal to pursue the indictment that could lead to a spectacle unprecedented in US history—the criminal trial and conviction of

a President while in office. In September 1998, Starr had delivered a sexually explicit 455-page report to Congress claiming there was "credible evidence" that Clinton had committed impeachable offences in seeking to conceal his affair with Lewinsky. It was this sensational Starr report that led to the President's impeachment by the House of Representatives followed by the ongoing trial in the Senate.

### Kosovo : Massacre And After

It was yet another gruesome act of "ethnic cleansing" of the ethnic Albanians fighting for survival in the land of their birth. People across the world saw on the small screen the grisly sight of row after row of bodies of 45 ethnic Albanians piled together in a muddy ravine at Racak in Kosovo, the worst killing spree indulged in by Serb forces in the nearly year-old conflict. The killers spared none, for there was a 12-year-old boy and even a seventy-year-old man among the victims. Eyewitnesses said that many had been shot at close range after the Serb forces rounded them up.

International monitors in Kosovo expressed their horror over the killings while US President Bill Clinton threatened action by NATO against Yugoslav military targets.

Mr. William Walker, head of the Organisation for Security and Cooperation in Europe, said that the latest carnage had made FRY Tederal Republic of Yugoslavia) guilty of violating Security Council Resolutions Nos. 1199 and 1203.

along in the Kosovo crisis NATO has not matched any action on the ground with its bluster and threat of air strikes. The people of Kosovo have lost hope in NATO's sabrerattling exercises. In September 1998, Serbian forces butchered more than 20 women, children and old men. Most ethnic Albanians have now had enough of the western monitors who patrol in expensive armoured cars, but fail to stop the Serb killing juggernaut that claimed more than 2,000 Albanian lives in 1998. Flouting all agreements, Serbian army units in Kosovo have not been withdrawn to barracks and military police have been beefed up with heavier weapons. Talks on autonomy for Kosovo have made little headway.

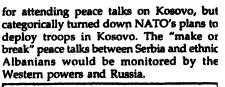
Perhaps both Mr. Slobodan Milosevic and the people of Kosovo know that NATO is just a paper tiger, preferring to play to the gallery to acting upon what they threaten. No wonder, the Yugoslav President had the cheek to defy both the NATO and the UN when he barred Ms. Louise Arbour, the Chief Prosecutor of the UN's International Criminal Tribunal for the former Yugoslavia from entering Kosovo to investigate, the gruesome massacre on January 17, 1999. He also declared Mr. William Walker persona non grata. Ms. Arbour has a mandate to pursue anyone held responsible for war crimes throughout the territory of the former Yugoslavia and contends she has no need for a visa, although Belgrade disputes this interpretation. The Tribunal was set up by the UN Security Council in May 1993 with a view to trying anyone charged with having committed war crimes in the former

Yugoslavia afte January 1, 1991.

Meanwhile, the UN Security Council has condemned the massacre and deplored Yugoslavia's decision to block the entry of Ms. Arbour and expel America's Mr. William Walker.

As the stalemate over Kosovo continued, NATO asked the ethnic Albanian leaders in Kosovo to accept talks on a plan for self-rule, short of full independence, at a site outside Yugoslavia. NATO authorised its Secretary-General, Mr. Javier Solana, to launch military action

if diplomatic initiative fails to produce negotiations. To back up its ultimatum, NATO despatched two allied naval forces to the Yugoslav region, and hundreds of NATO warplanes were armed and ready at bases in northern Italy, waiting for a final 'go' signal from NATO's political leadership. As the threat loomed on the horizon, the Serbian Parliament overwhelmingly voted in favour of sending a delegation to Rambouillet in France on February 4, 1999



### World Economic Forum Meeting

Finance Ministers from the North and South met at the World Economic Forum (WEF) in the Swiss holiday resort of Davos in the last week of January and the first week of February 1999 to offer a range of recipes to reinforce the base of globalisation and varying prescriptions for ailing economies of individual countries and regions, more particularly Asia. That globalisation has miserably failed to change the face of poverty was underlined by veteran leaders like the South African President, Mr. Nelson Mandela. He said that unless globalisation benefitted everyone, there would be serious conflicts between the rich and the poor. "Is globalisation only to benefit the powerful and the financers, speculators, investors and traders? Does it offer nothing to men, women and children who are ravaged by the violence of poverty?"

Perhaps, the senior South Africar statesman was echoing the voice of dumb millions across Asia, Africa and Latin America for whom globalisation has been more theoretical concept that has made little difference to the last man in the last row.

Mr. Mandela focussed attention on the inequities in the international financial and trade systems that worked against developing countries. He said while the global financial markets had carlier been held up as a panacea for progress, recent events had conveyed a totally different message. "We have seen how global financial turmoil can stall industrialisation, and even de-industrialise in some cases." He felt that while putting capital into developing countries in large amounts was profitable to individual lenders, it was destructive for the countries receiving these excess flows. "Finance in abundance derived from very high levels of development is destabilising industrialisation processes where they are needed most. Profitable as they may be for individual market actors, it is a grand and destructive irrationality for those countries and their peoples whom it sets back on the development path."

Addressing the WEF, the UN Secretary-General, Mr. Kofi Annan appealed to the world financial leaders to give a human face to the global market. According to him, "The spread of markets far outpaces the ability of societies and their political systems to adjust to them, let alone to guide the course they take. And history teaches us that such an imbalance between the economic, social and political realms can never be long sustained."

The UN Secretary-General recalled that the industrialised countries themselves learned that lesson in their costly and bitter encounter with the Great Depression and to restore social harmony and political stability they had adopted social safety nets and other measures designed to limit economic

(Continude on page 97.



A Kosovan father helps to lift his child over a barbed wire fence as he, along with his family, flees his village, Sipolje, as Serbian police forces mount attacks on different villages in Kosovo on January 21, 1999

Sixteen NATO ambassadors, who met in Brussels on January 18, 1999, condemned the massacre and warned that the "activation order" signed on October 27, 1998 calling for an strikes against Serb military targets remained in effect, but the meeting did not decide on any military intervention. The order had been put on hold after Mr. Richard Holbrooke, the American negotiator, secured a list of concessions from the Yugoslav President, Mr. Slobodan Milosevic, But all



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I Was Weak in English

I was born in Rajasthan where people are weak in English I studied in government non-English medium schools. So, I was also weak in English. On my way to Pilani to join B.E., at Chirawa radway station, I niet one P V Reddy from Andhra Protection and the project of the project Pradesh who was also going to Pilani to join B.E.

I started speaking in Hindi. Mr Reddy said, "I do not know Hindi". It was a surprise and shock for me that he did not know Hindi. I had never talked in English before and I was not confident of talking in English. So, I said, "I do not know

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In the first semester in Pilani, I was a topper with 10 out of 10 grade points, but I was not confident in English. So, I was worried about my weak English. I bought many books, guides, dictionaries, newspapers.

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earch so many words in the dictionary.

I even thought of dropping one semester, sitting at home, and learning only English. That time I used to think "Why nobody develops a research-based course to teach good simple English for non-English medium people like me? And someday I'll try."

My Dream Cornes True

I continued to work bard. And finelly I improved.

I continued to work hard And finally I improved English and became a successful engineer/author in America. And, then I returned to India.

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My first Job as an engineer paid only Rs 1000 per MONTH Just 7 years later, I earned 50 dollars per HOUR in USA as computer expert and writer.

At the peak of success, I left USA to do something in our own country Now, I spend my full time at the "Mind Power Research Institute."

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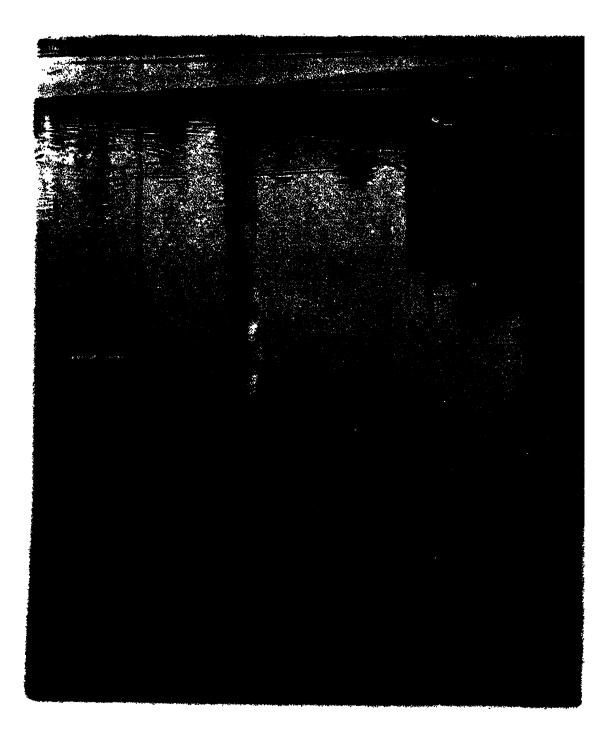
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24. 25. 26.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE	Rs. Rs. Rs.	60/- 60/-	1.	PRINCIPLES OF MANAGEMENT FOR ALL		100/-
24. 25. 26. 27.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर	Rs. As.	60/- 60/- 50/-	2.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL	Rs.	50/-
24. 25. 26. 27.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर	Rs. Rs. Rs.	60/- 60/- 50/-		PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL	Rs. Rs.	50/- 50/-
24. 25. 26. 27. 28.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर	Rs. Rs. Rs. Rs.	60/- 60/- 50/-	2. 3. 4.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL	Rs. Rs. Rs.	50/- 50/- 60/-
24. 25. 26. 27. 28. 29.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स	Rs. Rs. Rs. Rs. Rs.	60/- 60/- 50/- 160/-	2. 3. 4. 5.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL	Rs. Rs. Rs. Rs.	50/- 50/- 60/- 50/-
24. 25. 26. 27. 28. 29.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर	Rs. Rs. Rs. Rs. Rs.	60/- 60/- 50/- 160/- 140/-	2. 3. 4. 5. 6.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL TRAVEL & TOURISM FOR ALL	Rs. Rs. Rs. Rs.	50/- 50/- 60/- 50/-
24. 25. 26. 27. 28. 29. 30.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बुद्धि एवं तर्कशक्ति परीक्षण	Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 60/-	2. 3. 4. 5. 6. 7.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL TRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL	Rs. Rs. Rs. Rs. Rs.	50/- 50/- 60/- 50/- 50/- 40/-
24. 25. 26. 27. 28. 29. 30.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बुद्धि एवं तर्कशक्ति परीक्षण	Rs. Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 60/-	2. 3. 4. 5. 6.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL TRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL	Rs. Rs. Rs. Rs. Rs. Rs.	50/- 50/- 60/- 50/- 40/- 50/-
24. 25. 26. 27. 28. 29. 30.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रेक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बुद्धि एवं तर्कशायित परीक्षण वस्तुनिष्ठ अकगणित	Rs. Rs. Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 60/-	2. 3. 4. 5. 6. 7. 8. 9	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL TRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL	Rs. Rs. Rs. Rs. Rs. Rs. Rs.	50/- 50/- 60/- 50/- 50/- 40/- 50/-
24. 25. 26. 27. 28. 29. 30.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रेक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बुद्धि एवं तर्कशायित परीक्षण वस्तुनिष्ठ अकगणित	Rs. Rs. Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 60/-	2. 3. 4. 5. 6. 7. 8. 9	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL TRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL ACCOUNTANCY FOR ALL	Rs. Rs. Rs. Rs. Rs. Rs.	50/- 50/- 60/- 50/- 50/- 40/- 50/-
24. 25. 26. 27. 28. 29. 30.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बुद्धि एवं तर्कशक्ति परीक्षण	Rs. Rs. Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 60/-	2. 3. 4. 5. 6. 7. 8. 9	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL TRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL ACCOUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200	Rs. Rs. Rs. Rs. Rs. Rs. Rs.	50/- 50/- 60/- 50/- 50/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रेक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बुद्धि एवं तर्कशायित परीक्षण वस्तुनिष्ठ अकगणित	Rs. Rs. Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 60/-	2. 3. 4. 5. 6. 7. 8. 9	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL TRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL ACCOUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English)	Rs. Rs. Rs. Rs. Rs. Rs. Rs.	50/- 50/- 60/- 50/- 50/- 40/- 50/-
24. 25. 26. 27. 28. 29. 30. 31.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बृद्धि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM	Rs. Rs. Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 60/- . 200/-	2. 3. 4. 5. 6. 7. 8. 9	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL TRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL ACCOUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS &	Rs. Rs. Rs. Rs. Rs. Rs. Rs.	50/- 50/- 60/- 50/- 50/- 50/- 50/- 150/-
24. 25. 26. 27. 28. 29. 30. 31. 32.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बुद्धि एवं तर्कशाक्ति परीक्षण वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON BOTANY	Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 200/- . 150/-	2. 3. 4. 5. 6. 7. 8. 9 10. 11.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL ACCOUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews)	Rs. Rs. Rs. Rs. Rs. Rs. Rs.	50/- 50/- 50/- 50/- 50/- 50/- 50/- 150/-
24. 25. 26. 27. 28. 29. 30. 31. 32.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बृद्धि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAN 5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSICS	Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 160/- . 140/- . 200/- . 150/- . 100/- . 100/-	2. 3. 4. 5. 6. 7. 8. 9 10. 11.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL INTERIOR DECORATION FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations on Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS	Rs. Rs. Rs. Rs. Rs. Rs. Rs.	50/- 50/- 60/- 50/- 40/- 50/- 50/- 150/-
24. 25. 26. 27. 28. 29. 30. 31. 32.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बृद्धि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSICS 5000 OBJECTIVE QUESTIONS ON PHYSICS 5000 OBJECTIVE QUESTIONS ON CHEMISTRY	Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 200/- . 150/-	2. 3. 4. 5. 6. 7. 8. 9 10. 11.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL TRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL ACCOUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE	Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	50/- 50/- 60/- 50/- 50/- 50/- 50/- 150/- 150/- 200/-
24. 25. 26. 27. 28. 29. 30. 31. 32.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बुद्धि एवं तर्कशिक्त परीक्षण वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSICS 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR	Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 50/- . 160/- . 200/- . 150/- . 100/- . 100/- . 100/-	2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL . ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) . ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS . WORD POWER IMPROVEMENT COURSE . DICTIONARY OF SYNONYMS & ANTONYMS	Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	50/- 50/- 60/- 50/- 50/- 50/- 50/- 150/- 100/- 150/- 200/- 70/-
24. 25. 26. 27. 28. 29. 30. 31. 32.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बृद्धि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSICS 5000 OBJECTIVE QUESTIONS ON PHYSICS 5000 OBJECTIVE QUESTIONS ON CHEMISTRY	Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 50/- . 160/- . 200/- . 150/- . 100/- . 100/- . 100/-	2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL INTERIOR DECORATION FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF QUOTATIONS	Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	50/- 50/- 60/- 50/- 50/- 50/- 50/- 150/- 150/- 200/- 70/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बृद्धि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSICS 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR MEDICAL COLLEGES ENTRANCE EXAM. (Question Bank)	Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 200/- . 150/- . 100/- . 100/- . 100/- . 100/-	2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12. 13. 14. 15.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ACOMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF QUOTATIONS MODEL LETTERS FOR ALL	Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	50/- 50/- 50/- 50/- 50/- 50/- 50/- 150/- 150/- 150/- 200/- 70/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बुद्धि एवं तर्कशिक्त परीक्षण वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSICS 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR	Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	. 60/- . 60/- . 50/- . 160/- . 200/- . 150/- . 100/- . 100/- . 100/-	2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12. 13. 14. 15. 16.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ACOMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ACCOUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF GUOTATIONS MODEL LETTERS FOR ALL PARAGRAPH WRITING FOR ALL	Rs.	50/- 50/- 50/- 50/- 50/- 50/- 50/- 150/- 150/- 150/- 200/- 70/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32. 1. 2. 3. 4.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बृद्धि एवं तर्कशंक्ति परीक्षण वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSICS 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR MEDICAL COLLEGES ENTRANCE EXAM. (Question Bank) DISPENSABLE BOOKS FOR I.A.S. (PREL.)	Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 200/- . 150/- . 100/- . 100/- . 100/- . 350/-	2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12. 13. 14. 15. 16.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL INTERIOR DECORATION FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF GUOTATIONS MODEL LETTERS FOR ALL PARAGRAPH WRITING FOR ALL	Rs.	50/- 50/- 50/- 50/- 50/- 50/- 50/- 150/- 150/- 150/- 200/- 70/- 50/- 70/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 2. 3. 4. 5.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान • 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान • 100 प्रैक्टिस प्रेपर्स सामान्य क्रिन्टी • 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बुद्धि एवं तर्कशायित परीक्षण वस्तुनिष्ठ अकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSICS 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE QUESTIONS ON CHEMISTRY MEDICAL COLLEGES ENTRANCE EXAM. (Question Bank) DISPENSABLE BOOKS FOR I.A.S. (PREL.) 2400 OBJECTIVE QUESTIONS ON SOCIOLOGY	Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 200/- . 150/- . 100/- . 100/- . 100/- . 350/-	2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 19. 20.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ACOMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF GUOTATIONS MODEL LETTERS FOR ALL PARAGRAPH WRITING FOR ALL PRECIS WRITING FOR ALL MODEL SCHOOL ESSAYS (For Metric & 10+2 classes)	Rs.	50/- 50/- 50/- 50/- 50/- 50/- 50/- 150/- 150/- 100/- 150/- 200/- 70/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32. 1. 2. 3. 4. 5.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य इत्ति - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बृद्धि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAN 5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSICS 5000 OBJECTIVE QUESTIONS ON PHYSICS 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR MEDICAL COLLEGES ENTRANCE EXAM. (Question Bank) DISPENSABLE BOOKS FOR I.A.S. (PREL.) 2400 OBJECTIVE QUESTIONS ON SOCIOLOGY 6000 OBJECTIVE TYPE QUESTIONS ON SOCIOLOGY	Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 200/- . 150/- . 100/- . 100/- . 100/- . 350/- . 350/-	2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12. 13. 14. 15. 16. 17. 18.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ACOMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF GUOTATIONS MODEL LETTERS FOR ALL PARAGRAPH WRITING FOR ALL PARAGRAPH WRITING FOR ALL MODEL SCHOOL ESSAYS (For Matric & 10+2 classes) COMMON ERRORS IN ENGLISH FOR ALL EXAMS.	Rs.	50/- 50/- 50/- 50/- 50/- 50/- 50/- 150/- 150/- 200/- 70/- 50/- 50/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32. 4. 5.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE  भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर  सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर  सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स  सामान्य कृद्धि एवं तर्कशक्ति परीक्षण  वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM  5000 OBJECTIVE QUESTIONS ON BOTANY  5000 OBJECTIVE QUESTIONS ON POTANY  5000 OBJECTIVE QUESTIONS ON PHYSICS  5000 OBJECTIVE QUESTIONS ON PHYSICS  5000 OBJECTIVE QUESTIONS ON CHEMISTRY  20,000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR  MEDICAL COLLEGES ENTRANCE EXAM. (Question Bank)  DISPENSABLE BOOKS FOR I.A.S. (PREL.) 2400 OBJECTIVE QUESTIONS ON SOCIOLOGY  6000 OBJECTIVE TYPE QUESTIONS ON SOCIOLOGY  2400 OBJECTIVE TYPE QUESTIONS ON SOCIOLOGY  2400 OBJECTIVE TYPE QUESTIONS ON SOCIOLOGY  2400 OBJECTIVE TYPE QUESTIONS ON SOCIOLOGY	Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 200/- . 150/- . 100/- . 100/- . 100/- . 350/- . 350/-	2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL INTERIOR DECORATION FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF QUOTATIONS MODEL LETTERS FOR ALL PARAGRAPH WRITING FOR ALL PARAGRAPH WRITING FOR ALL PRECIS WRITING FOR ALL MODEL SCHOOL ESSAYS (For Metric & 10+2 classes) COMMON ERRORS IN ENGLISH FOR ALL EXAMS. INTERVIEWS FOR ALL COMPETITIVE EXAMS.	Rs.	50/- 50/- 50/- 50/- 50/- 50/- 50/- 150/- 150/- 200/- 70/- 70/- 50/- 50/- 50/- 50/- 50/- 50/- 50/- 5
24. 25. 26. 27. 28. 29. 30. 31. 32. 1. 2. 3. 4. 5.	2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस प्रेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बुद्धि एवं तर्कशंक्ति परीक्षण वस्तुनिष्ठ अंकगणित  BOOKS FOR M.B.B.S./PMT ENT. EXAM 5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSICS 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR MEDICAL COLLEGES ENTRANCE EXAM. (Question Bank)  DISPENSABLE BOOKS FOR I.A.S. (PREL.) 2400 OBJECTIVE TYPE QUESTIONS ON SOCIOLOGY 6000 OBJECTIVE TYPE QUESTIONS ON SOCIOLOGY 2400 QUESTIONS ON PUBLIC ADMINISTRATION 4000 OBJECTIVE TYPE EXPECTED QUESTIONS ON	Rs.	. 60/- . 60/- . 50/- . 160/- . 140/- . 200/- . 150/- . 100/- . 100/- . 100/- . 350/- . 200/- . 80/- . 80/-	2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12. 13. 14. 15. 17. 18. 19. 20. 21. 22. 23.	PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ACOMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL INTERIOR DECORATION FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL COUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) GROUP DISCUSSIONS FOR MBA ENTRANCE EXAMS & SSB INTERVIEWS (With An Introduction to Interviews) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF QUOTATIONS MODEL LETTERS FOR ALL PARAGRAPH WRITING FOR ALL PRECIS WRITING FOR ALL MODEL SCHOOL ESSAYS (For Matric & 10+2 classes) COMMON ERRORS IN ENGLISH FOR ALL EXAMS. INTERVIEWS FOR ALL COMPETITIVE EXAMS.	Rs.	50/- 50/- 50/- 50/- 50/- 50/- 50/- 150/- 150/- 150/- 200/- 70/- 50/- 50/- 50/- 50/- 50/- 100/- 100/- 100/-
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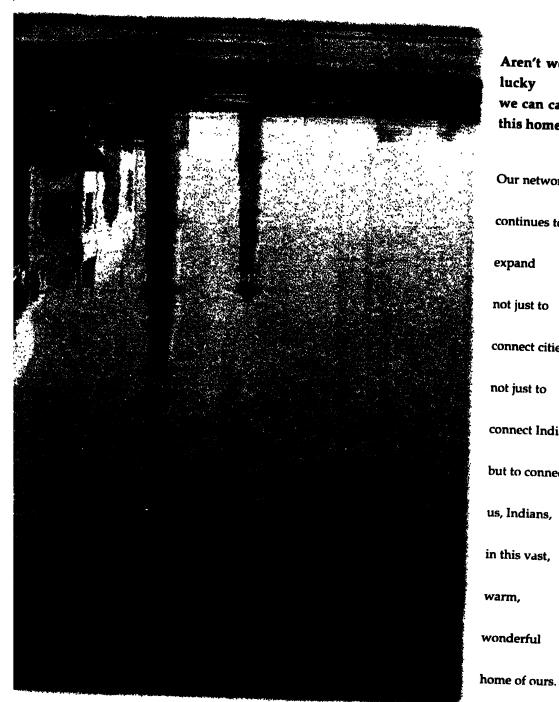
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# MBA

### Master Of Business Administration Entrance Examination

### Faculty of Management Studies, University of Delhi January 1999 Question Papers (Fully Solved)

Directions (Qs. 1 to 37): Read the following four passages and answer questions 1 to 37, given at the end of the passages. The answers would be based either on the author's views or inferences drawn from the given passages.

#### PASSAGE A

In this article we have attempted to adjudicate between inconsistent perspectives about the effect of organisational decline on innovation. We have developed a contingency tramework that identified variables moderating the organisational dalme-mnovation relationship. These variables represent conditions that help determine whether organisational decline inhibits or stimulates madvation. Thus, in traditional contingency theory fashion, the appropriate answer to the central question of this article "Does organisational decline suppress or induce mnovation ?"--is "It all depends". This suggests a reorientation of current organisational decline research. Rather than trying to determine if decline leads to innovative or conservative organisational responses, researchers should focus on isolating the factors that cause organisations to respond either innovatively or conservatively to decline.

To summarise briefly our moderating Variables, we argue that the presence of highly institutionalised missions, widely diffused power structures, and high levels of resource commitment negatively affect organisational innovation in response to decline. These conditions act as constraints on an organisation's capacity to innovate when decline occurs. In contrast, we propose that less institutionalised missions, more concentrated power, and a higher level or uncommitted resources positively affect unnovation in response to decline. These conditions relax the constraints we just referred to and, therefore, function as Catalysts for innovation when organisational decline occurs. Further, we suggest that attributions made toward temporary or uncontrollable causes of decline will lead pless innovation in response to decline. onversely, attributions toward permanent or controllable causes will lead to more innovation under the same objective conditions.

We believe that our theoretical framework can help integrate the organisational decline literature, which is becoming overwhelming in bulk and scope. Each of the moderator variables we discuss in this article represents a partial explanation for why different organisations facing comparable conditions of decline frequently respond to different ways. This would provide the beginning of a synthesis of the divergent perspectives noted in past research and should help explain the simultaneous existence of the "necessity is the mother of rigidity" and "necessity is the mother of invention" literature streams.

The moderators we describe in this article are evident in much of the "necessity is the mother of rigidity" literature. For example, Staw et al.'s well-known threatrigidity model draws heavily from many social science studies on how people respond to natural disasters and other crises. Because natural disasters are large, uncontrollable events with negative consequences, our attribution moderators would predict that people will respond conservatively, relying on well-learned coping routines, if they think there is little they can do to directly control the disaster. This is consistent with the type of reaction Staw and his colleagues hypothesise.

Highlighting the role of other moderators in past research, many of the key organisational studies supporting the "necessity is the mother of rigidity" school have examined the responses of universities, city governments, and social service agencies to organisational decline. Such organisations may have more difficulty responding to decline with innovation because of their highly institutionalised missions. In addition, universities and city governments have diffused power structures that make implementing innovations more difficult. Therefore, it should not be surprising that studies of universities, government agencies and social service organisations play such a prominent role in the evidence supporting the thesis that decline leads to lack of innovation.

Finally, in studies that have found noninnovative responses to decline at for-profit firms, causal attributions and lack of uncommitted resources may have been important moderators. In a series of studies on firms that were sliding toward a financial crisis, Hedberg, Nystrom and Starbuck found that firms often responded noninnovatively to decline because their managers believed the causes of the decline were temporary and uncontrollable. These causal attributions may have created schema that constrained the managers away from innovation. Interestingly, these same researchers found that when causal attributions were changed, often through top management replacement, innovation was more likely, unless the firm had exhausted its resources. Authors of several other studies of for-profit firms have also found evidence of lack of strategic change when a declining firm has exhausted most of its financial resources, and therefore, has few uncommitted resources available for innovation.

In sum, much of the theory and empirical base underlying the "necessity is the mother of rigidity" school may have been influenced by the presence of particular scores on the moderator variables we have identified. We believe that these moderators can explain why in the collective hody of organisational decline research there is evidence of both threat rigidity and decline-induced innovation. Therefore, future scholarly work on decline needs to recognise the role of moderators in study designs so that the factors that increase or decrease innovation in response to decline can be better understood.

Our theoretical framework also helps explain several of the radical changes taking place in the corporate sector today, and it sheds light on why change may be more discontinuous in corporations than in other settings. Compared to such organisations as universities or government agencies, corporations have loosely institutionalised missions and concentrated power. Many also have high levels of uncommitted resources (e.g. big pools of cash) and fewer committed resources (e.g. administrative overhead) than in the past. In other words, corporations today have most of the objective attributes that, we argue, promote innovation in response to organisational decline. Current trends seem to be strengthening some of these attributes; for example, the robust profitability of many corporations in the late 1990s is bolstering the stock of uncommitted resources on which they can draw. In a parallel development the deregulation of many industries (e.g. utilities and telecommunications) promises to deinstitutionalise corporate missions in those industries relative to their past state of institutional and level constraint.

The re-engineering common in corporations today is consistent with these trends. Although re-engineering corporations are often not in decline, they do seem to be experiencing increased pressures. for performance. In fact, the first chapter of their 1993 best-seller, Hammer and Champy, frame these performance pressures as "the crisis that will not go away". This perception of crisis or adversity is leading to much innovation and radical change (e.g re-engineering the form of the corporation's business processes). The capacity to implement this radical change is enhanced by the corporations' loosely institutionalised or deinstitutionalised missions, their concentrated power, and their uncommitted resources (to pay for layoffs and restructuring). Meanwhile, in universities and government agencies, where the moderators we have discussed are not at such taxourable levels for radical responses to crisis or adversity, one sees more incremental responses, such as budget reductions or downsising by attrition.

When considering empirical examination of the relationships proposed in this paper, we see at least three issues with implications for future research. First, there may be important individual differences that influence some of the proposed moderator variables. For example, in our discussion. of causal attribution dimensions, we distinguished the controllability dimensions from Roticr's locus of control concept. However, Miller and his colleagues provided evidence to suggest that locus of control may be an important antecedent to managers' perceptions and sense-making interpretations. Other individual differences likely to influence our proposed moderators especially the perceptual moderators include individuals' self-efficacy or self-confidence, external teedback propensity, feedbackseeking behaviours, and self-serving or ego-protective attributional biases. Future work could develop theory and employ research designs that consider the effects of these individual differences on the proposed moderator variables.

#### PASSAGE B

The theory of competence-based competition introduced by Hamel, Heena and Sanchez, and Heene and Thomas, provides an important deepening and extension of the resource-based perspective. Among the strengths of the competencebased perspective is its emphasis on an open, holistic and systemic view of the organisation, its focus on the dynamics of competence building and leveraging and its extension of the concept of core competence from the infra-firm to the competitive and industry levels. In building on, rather than replacing, the resourcebased perspective, the theory of competencebased competition carries with it the three main strengths of the resource-based perspective, by emphasising the dynamics of value creation and the role of managers in the process, building on Penrose's seminal work on firm growth; the heterogeneity of firms, seen as a result both of initial resources endowments and of managerial decisions about which products, markets, and critical resources to create and leverage; firm resources as a bundle of intangibles as well as tangibles, with particular emphasis on the long-underestimated intangible such as client loyalty, stakeholder relations, recognised brands, reputation and capabilities.

In highlighting the role of competence, the theory of competence-based competition emphasises what we consider to be the most important aspects of the management of firm resources, in particular learning, both at the individual and the collective levels. However, in our view, the theory of competence-based competition is also faced with some of same challenges as the resource-based perspective, including the following.

First, the notion of firm's competence needs to be challenged for two reasons: (a) individual capabilities, which constitute a key component of the firm's total competence base, are not owned by the firm, but rather hired from individuals on a contractual basis. One excellent and recent example may be the controversy described in the press concerning the acquisition of the advertising tirm Saatchi & Saatchi, and the ownership of the Saatchi name, the reputation, and the client relations. Could Maurice Saatchi himself be prevented from carrying a large part of these invisible assets with him upon leaving the firm? Clearly not, as neither seller nor buyer controls the image and expectations for future services which the clients of the firm hold after the acquisition. It is their opinion of the expected value added from the firm versus Mr. Saatchi which determines their loyalty. Moreover, (b) firm value creation depends on both intra-firm and extra-firm resources and competencies, a fact which is highlighted in both the increasing literature on joint ventures and alliances, and the research on national or rational clusters, where firms are cross-fertilised from each others' competencies as a result of interactions facilitated meaningful firm boundaries, and the fact that ownership of resources is not all that is involved in the creation and appropriation of value from the use of resources.

Second, the literature on competence has so far showed only limited interest in the motivational characteristics of human resources, which are the sources of competencies. As pointed out by Itami, human resources can be divided into two categories: one is the labour part, where one hour of labour input to a given process yields a relatively fixed and easily measured yield in terms of output, costs or potential revenues. The other is problem solving or competence part, where individuals are

not substitutable and hours are highly heterogenous. A five-person team may, in one hour, generate a tremendous breakthrough with income potential similar to that of thousands of labour hours in normal operations, but may also spend weeks together without generating anything but conflict. A number of factors affect the value of an hour's input of competence. including but not limited to team composition, interpersonal "chemistry", personal health, motivation, culture, physical and structural context. This fact complicates the importance tangible resources. The value of Mr. Jones' capabilities when motivated, tor example, can hardly be compared to its value when he only goes by the rules and performs what is in his job description.

Third, the value of a resource or a competence is extremely hard to measure. One of the main problems in operationalisation of intangible resources in empirical testing of the resource-based perspective is the challenge of the flexibility of a competence, and the impossibility of measuring its value in isolation from the task to be solved or the market which is to buy its product or solution. For competencebased services in particular, this challenge is substantial. Similarly, the less routinebased the operations of the firm, the harder it is to estimate the value of the competence in future applications. As Penrose pointed out : one key feature of firms is that their managers are not bound by the product and services delivered in previous periods, and hence they are also free to choose alternative applications of the resources in order to access alternative markets where the value of the resources is more appreciated.

The shift in focus at this stage of theory development from an emphasis on competencies and resources that the firm has to the competencies and resources that the firm utilises appears helpful, as suggested by the systematic and dynamis view of competence-leveraging, and competence building activities. Accompanying this shift in emphasis is the observation substantiated in field studies, that only a relatively small portion of the firm's competence is actually used at any given point in time. The combination of tasks to be accomplished and an organisation structure cementing bundles of tasks into fixed positions limited individuals and their chances of utilising their capabilities fully. Hence, there is a surprising slack in the competence of most organisations, and an increased emphasis on possible ways of mobilising this competence might improve value creation substantially. This would, however, require both a different mindset of most managers as well as employees, and a different type of organisation structure allowing for a more efficient and flexible competence. We, therefore, suggest a shift from the firm as the focal unit of analysis. In order to analyse activities as the source of competencies, we



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have proposed a framework where the 'unit of activity' is the central concept. This framework is not, in our opinion, an alternative to the theory of competencebased competition, but rather an extension and partial application of it, albeit with a different primary focus. For the purpose of plaining and improving from value creation, we suggest that it may be fruitful to emphasise "resources in action", rather than resources per se. And we also suggest that an emphasis on value creation as the result of resource leveraging and resource building needs to focus on the actual activities resulting in value creation, rather than limiting the focus to whatever goes on within some elusive and hard to define firm boundaries.

The theoretical foundation of the activity tramework is primarily threefold: (1) the current attention to activities of business firms in strategic management, (2) activity theory, as originally developed by the Russian scholar Vytgosky, and (3) theories of collective action. In strategic management, the focus on activities has primarily been occupied with understanding firm activities, as opposed to seeing firms as activity systems. Van de Ven and Poole saw action as impossible without authority, shared rules and information, arguing that coordinated action requires common goals. Spender argued that collective tacit knowledge is built through activities, and that this process is socially constructed. Activities might in turn evolve into routines through the emergence of collective skill building. The value chain conceptualised the operations of the firm as a chain of activities, from input to output. Subsequent criticism has pointed out that the value chain might be well suited for industrial firms engaged in the transformation of physical goods, but that it might be less suited for service firms and also for firms in networks. Lowendahl amoduced the "firm as a collection of projects", also with a focus on how firms actually work more and more through the coordination of project-driven activities tather than through hierarchical directives and controls

### PASSAGE C

It is time to think again about the objectives the small-scale industry policy was intended to achieve; and to see how these can best be realised now by large or small firms, in conditions of faster technological change and liberalisation. Can new forms of decentralised production and interdependence between smaller firms or between small and large firms, offer a better way to achieve industrial growth and jobs? he worldwide interest in decentralised Production and industrial districts has been sparked largely by the seminal works of Michael Piore and Charles Sabel, and by tehates about the potential for 'flexible pecialisation' especially but not only in local justers of firms with complementary moducts, technologies and skills. Piore and Sabel introduced the notion of flexible specialisation to explain why industrial economies dominated by the now traditional methods of fordist mass production, 'deskilled' labour, hierarchical management, and ruthless competition between profitmaximising firms, were falling behind countries like Japan, Germany and Italy, which were adopting more flexible production methods and taking advantage of new technologies and more cooperative forms of social organisation. Other writers have criticised or refined the notions of flexible specialisation, clusters and industrial districts and discussed their relevance to developing countries.

There are large and small-scale variants of flexible specialisation. Large German firms like Thyssen achieve innovation and flexibility by decentralising decision making within the firm. In Japan, large firms do the same, and they subcontract work to small firms bound to them in long-term relationships of trust. Flexible specialisation in a large firm means, among other things, that decision making is decentralised, not just to managers of departments or profit centres within the firm, but to workers who are expected to take an interest in the product and its market, and who constantly discuss quality and innovation with technicians and managers in an informal atmosphere, without hierarchical barriers to the free exchange of ideas. This can go with experiments like autonomous work groups or quality circles. Managers aim at 'driving fear out of the workplace', solving problems rather than disciplining workers: 'The threat of being fired installs fear which inhibits learning and systematic improvement; furthermore, incentive, quota, and piecework systems of pay all foster competition rather than teamwork among workers and undermine morale because of their inherently arbitrary nature. That is the large-firm variant of flexible specialisation. But Piore and Sabel were more interested in explaining the success of networks of small or medium firms in certain regions. These firms work closely together, even with firms, which sometimes compete with them, in local networks producing a range of similar or complementary products. Piore and Sabel called these networks 'industrial districts', a term they took from the early twentiethcentury economist Alfred Marshall, who

"When an industry has thus chosen a locality for itself, it is likely to stay there long: so great are the advantages which people following the same skilled trade get from near neighbourhood to one another. The mysteries of the trade become no mysteries; but are as it were in the air, and children learn many of them unconsciously. Good work is rightly appreciated, inventions and improvements in machinery, in processes and the general organisation of business have their merits promptly discussed: if one man starts new idea, it is

taken up by others and combined with suggestions of their own; and thus it becomes the source of further new ideas. And presently subsidiary trades grow up in the neighborhood, supplying it with implements and materials, organising its traffic, and in many ways conducing to the economy of its material."

In Marshall's industrial district, individual firms pay for expensive machinery by carrying out specialised tasks for their neighbours; and there is constant market for skill:

"Employees are apt to resort to any place where they are likely to find a good choice of workers with the special skills which they require; while men seeking employment naturally go to places where there are many employers who need such a skill as theirs and where therefore it is likely to find a good market. The owner of an isolated factory, even if he has access to a plentiful supply of general labour, is often put to great shifts for want of some special skilled labour; and a skilled workman, when thrown out of employment in it, has no easy refuge."

Marshall described both the strengths of industrial districts and also their limitations, like over-specialisation and slowness in adapting to changing markets. In the past 30 years or so, new technologies, products and attitudes towards labour have revived and transformed the industrial district, allowing smaller firms to compete with and even overtake large firms, adapting quickly to changing conditions and filling market niches with high-quality goods, while providing high levels of employment at high wages. This in turn has led to revival of interest in Marshall's model, and the potential and limitations of industrial districts in the very different conditions of the late twentieth century. Giacomo Becattini defines a 'Marshallian Industrial District' as:

"A socio-territorial entity which is characterised by the active co-existence of an open community of people and a segmented population of firms. Since the community of people and the population of firms live in the same geographical area, they will crisscross one another. Production activities and daily life over-lap. The community is open because the industrial nature of the district and the related problems of increasing returns imply incoming and outgoing flows of goods and people. The population of firms is segmented in the sense that different phases of the process of production are divided between the firms, each of which specialises in one or a few phases... Exchange relations and hierarchical relations intertwine and alternate with no discontinuities. The district is at the same time the realm of the most lively competition, and the realm of custom and informal cooperation, institutions."

The best known examples of these newstyle industrial districts are in north central Italy (which Italians, following Arnaldo Bagnasco, call the 'Third Italy'), especially the region of Finilia-Romagna:

"It (flexible specialisation) is seen in the networks of technologically sophisticated, highly flexible manufacturing firms in central and northwestern Italy. Flexible specialisation is a strategy of permanent innovation: accommodation to ceaseless change, rather than an effort to control it. This strategy of permanent innovation : accommodation to ceaseless change, rather than an effort to control it. This strategy is based on flexible-multi-use-equipment; skilled workers; and the creation, through politics, of an industrial community that restricts the forms of competition to that favouring innovation. For these reasons, the spread of flexible specialisation amounts to a revival of craft forms of production that were emarginated at the first industrial divide (in the nineteenth century, leading to fordist mass production) "

Flexible specialisation is both a matter of economic advantage—the best way to meet consumer demand in fragmented, fast changing markets-and personal and political choice: it workers have any choice, they will no longer put up with taylorist management and the working conditions of mass production. The 'flexibly-specialised' large firm is like a federation of small firms, with centralised arrangements for marketing, research and development, and investment. Smaller firms in an industrial district achieve similar economies of scale through cooperation, dividing up the stages of manufacturing and marketing among themselves, sharing services and ferming consortia: so the whole industrial district sometimes acts almost as a single large firm, with its own presence and reputation in the market. Firms around the fown of Prato specialise in textiles and textile machinery; around Carpi, in knitwear, around Modena, in machine-building, especially agricultural machinery.

In areas like the "Third Italy", the most successful and dynamic firms are small or middle sized. This is a relatively classless part of Italy: there are few social barriers between employers and workers, who are used to discussing quality and innovation with each other. Workers are constantly solving new problems and learning skills. There is a strong union presence, though muons have had to adapt to new working practices. This is sometimes called the 'Enulian model' because it has been most successful in the Emilia-Romagna region of the 'Third Italy'. Sabel describes it as:

"A system of high-technology cottage industry that does in a decentralised way what large innovative companies like the Thyssen specialty steel division do within the framework of huge organisations; create new demand by filling needs that potential customers have only begun to suspect were there... The innovative capacity of this type of (small) firm depends on its flexible use of technology; its close relations with other, similarly innovative tirms in the same and

adjacent sectors; and above an on the close collaboration of workers with different kinds of expertise. These firms practice boldly and spontaneously the fusion of conception and execution, abstract and practical knowledge, that only a few exceptional giant firms such as Thyssen have so far been able to achieve on a grand scale, and then... Only by disregarding the rules of Fordism."

The right balance between cooperation and competition depends on trust between entrepreneurs, and between employers and employees: "Mistrust freezes the technological progress of a whole sector; trust fosters it." This reduces the risk for those who start their own firms or develop new products, since 'these decisions are taken, within a framework of mutual cooperation, in the hope that, should things not work out, all would not be lost'. An entrepreneur can become an employee again, or can produce for other firms. Even if individual firms cannot offer the same job security as a large firm, 'people who live and work in the district feel confident, even in adverse circumstance, that they will be able to find a job in the area... Even if no one (or almost no one) is completely free of uncertainty, yet everyone can feel fairly certain of not being overwhelmed by it. The network of social and economic relations within the industrial district gives workers and their employers most of the advantages of a large firm, without many of the disadvantages.

The 'Third Italy' may not be utopia--as Sabel almost depicts it-but it is undoubtedly a success story, especially for small and middle-sized firms. It has achieved rapid economic growth and nearly full employment at high wages, with interesting work and career opportunities for workers, both men and women. The social conditions which allowed the development of this 'decentralisation of production' have been extensively debated both in Italy and outside. Other success stories include the regions of Baden-Worttemberg in Germany and West Jutland in Denmark. Successful industrial economies have moved towards decentralised flexible production partly for economic reasons (markets are more fragmented and change taster) and partly for social or political reasons (taylorism wastes workers' talents, and they will no longer stand for it). But the shift is also closely related to new technologies, which make it possible to get the best of several worlds: the creative skill and adeptability of the atisan, the cheapness of mass production even when small quantities are needed, and the precision of new technologies.

#### PASSAGE D

A sunny Friday in August 1997. The two men have just finished playing 18 holes of golf on Martha's Vineyard. Both are feeling good. Two of the most powerful men on earth, they are enjoying each other's company, holding a lively conversation on all sorts of topics while traversing the course in a golf cart. To cheer them up even more they have won their match against the other two members of the foursome. From a distance, the two men tooling around in the golf cart look like any other golf twosome. But the muscular, crew-cut figures, with their ear pieces and bulging jackets, standing around in the rough, eyes peeled for trouble make it clear that this is no ordinary golf twosome. The older, shorter man is lack Welch, chairman and chief executive officer of General Electric (GE) since 1 April 1981. The taller figure is Bill Clinton, the president of the US since 20 January 1993.

Though Welch and Clinton have knocked off 18 holes already, the two men agree to play another 18. It's a rare moment of relaxation and freedom for both of them, on vacation, away from their desks, out of doors, surrounded by the beautiful foliage They're not ready to quit. Rounding out the foursome is Ben Heineman Jr. GE's genera' counsel, and one of Clinton's closest friends attorney Vernon Jordan. They too, are glad to continue playing. Pleased that Welch and the president are getting along so-well. Heineman congratulates himself silently for proposing to Jordan that the GE chairman and the president, vacationing close to one another, play a round of golf together. The foursome plays another nine holes and the Clinton-Welch team loses, but they're still having fun. They are prepared to carry on. But the foursome breaks up. Ben Heineman has to run to catch a ferry to transport his car off the Vineyard, otherwise he will not be able to get off the island in the weekend: with everyone leaving at once towards summer's end, ferry reservations are very difficult to come by. Welch and Clinton, seated in the golf cart, smile for a photographer. The picture winds up in The New York Times on Sunday, two days later.

Welch has a lot to smile about. He is heading the most valuable business enterprise on the face of the earth. He is the most admired business executive in America. He ranks as one of his country's most powerful figures. The media pays more attention to other American business leaders like Microsoft's Bill Gates and Intel's Andy Grove. But Jack Welch doesn't mind others grabbing the headlines. He is indisputably the most successful chief executive on the American scene. And he doesn't need a newspaper or a magazine article to ratify his achievements. Gates, Grove and others may seem flashier-hence the headlineshowever, Welch has the distinction of presiding over a business that has few rivals in size, and none on its complexity, a business that is the envy of every one of its worldwide competitors.

Welch is not the boasting kind. What other figure, having attained so much in business, would proudly acknowledge, as he did in December 1997, that "I take absolutely no comfort in where we are today"? Strange words right? Not really Welch may sound as if it matters not a joi

# **Improve Your Memory and** Use More of Your Mind Power by Ref E

by Raj Bapna

Dear friend.

My name is Raj Bapna. I want to tell you some ideas from my new surprisingly powerful course "Raj Bapna's Mind Power Study Techniques."

Why Use Only 10% Mind Power Yogis have always known that each person's mind is very powerful. The scientists now say that most people use only 10% of their mind power. That upto 90% of mind power remains hidden and

unused

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Consider this: You have been learning many subjects in schools or colleges for 10, or 12, or more years. It is surprising that they do not spend even 1 hour to teach you how to use more of your mind power for success.

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We want to make it clear that my course cannot make you a superman or give you success by magic if you do not work hard

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read aloud or move lips (2) If you hear sounds in your mind (3) If you read one word at a glance rather than reading many words (4) If, without being aware, you read some words again and again.

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### What Will You Learn

My course helps you in these Critical Success Factors: 1. Good increase in your memory & concentration 2. Your effectiveness to read faster and learn will increase greatly 3. Increase in your ability to study longer without getting tired (body or

#### Can You Answer These Questions

- For better memory, should you study early in moming or late in night?
   For better memory, should you read fast or slow? Should you study continuously or take rest?
   Do axaminare che united.
- Do examiners give you more marks if
- you write more pages?
  Whish vitamins can help your brain to function better and to improve your IQ? For how many hours must you sleep? Is it good for your IQ to est just before



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proved. My parents are very happy. I had never before got distinction, but now I got 78% in Maths and 80% in Science." - Pankai Kumar, Nasik, MS

mind) or feeling sleepy 4. You will experience that you are capable of achieving much more success than you currently do (even if you are already very good) 5. Enhance your intelligence 6. Improve writing, spelling, interview skills 7. Learn exam secrets to get more marks for what you have studied 8. Avoid big mistakes that can cause failure.

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to him that he revived Cit and turned it into the most dynamic company in America. But what this odd-sounding statement really means is this: I cannot afford to rest on my laurels. If I do, I'm dead! Earlier in the summer, Welch's GE led Business Week list of top 100 companies in market value in the world for the second year in a row with \$198.09 billion. In second place was Coca-Cola (\$169 billion), tollowed by Royal Dutch/Shell of the Netherlands and Britain (\$168 billion); NTI of Japan (\$151 billion); and Bill Gates' Microsoft (\$148 billion). GE has been number one in market value in the US since 1993. Its market value as of 31 December 1947 was \$240 billion—\$50 billion more than the next highest in the world (Royal Dutch/Shell). What was more, GE was once again on the verge of ranking near the top of the list of the most profitable companies in America. GE's first quarter profits in 1996 reached \$1.67 billion, more profit than the company earned (\$1.65 billion) during all of 1981, the year Welch took over as Chairman & Chief Executive Officer of the company. Its third quarter profits of \$2.01 billion led all American companies, ahead of second-place Exxon (\$1.82 billion) and third-place Intel (\$1.57 billion). (In 1996, GE had its best year ever, as revenue rose to a record \$79.2 billion, a 13% increase over the previous year's revenues; its profits increased 11% to a record of \$7.8 billion.)

Back at work in September, Welch carefully monitors his latest initiative, a countrywide programme designed to improve the quality of GE's processes and products in the hope of saving billions of dollars. He is proud of the initiative, proud that his 270,000 employees have taken to the programme so enthusiastically, proud that the early indications of the programme's value are far better than he expected. He didn't invent the concept of business quality, but listening to him one would have thought he had. That's Jack Welch. If he likes an idea, he embraces it with the warmth and excitement that a parent shows to a new baby. It Welch likes an idea, it becomes his idea

In late October, Welch dunes at the White House, a guest at the state dinner for chinese president Jiang Zemin. Observing Welch in the receiving line to greet the American and Chinese leaders, Bill Clinton introduced the GE chairman to Jiang as "My favorite golf teacher" Clinton and Welch enjoy a warm laugh. Both silently recall their relaxed golf outing in August. The president's purpose in inviting the GE chairman to the White House is not merely social. The invitation is Clinton's way of recognising GE's growing business role in China, and of acknowledging Jack Welch as one of the country's most successful-and powerful-individual. (A Time survey in June 1996 selected Welch as the sixth most influential figures in America. Clinton topped the survey.) On 19 November 1997 Welch turns 62 years old, and he makes it

clear that in three years he will step down as GE's chairman and CEO. How could this be? How could the man who golfs with presidents, who runs the most powerful business enterprise on earth who seems so fit despite his years, contemplate quitting in the year 2000? The answer has to do with GE's practice that its CEOs retire at age 65. Yet, anyone meeting Jack Welch that fall concludes, just by looking at the spring in his step, by listening to the upbeat voice, that the chairman of GE is just revving up that he is years away from walking away from it all.

To be sure, his face has a few more lines, and his hairline is receding. Yet, with his squat, muscular build, and his solid five foot eight inch frame, he still looks like the hardchecking hockey player he once was. If a film were to be made of Jack Welch's life, one could imagine Hollywood actor Robert Duvall playing the lead role. Welch's face shifts from one expression to another. There is the warm, eager smile when he likes what he hears, and the stem, steely-eyed countenance when someone has said something silly (a favorite Welch phrase). The childhood stutter is almost gone completely, and only in emotional burst does it surface. Though he has been through open-heart surgery in the spring of 1995, Welch continues to put in long business hours, phoning employees, visiting GE businesses around the world, sitting down with financial analysts, board members, journalists, the proverbial last person at GE headquarters in Farfield, Connecticut to turn the lights off (a GE manufactured light of course!).

GE is a far different company in late 1997 from the GE of a decade ago, or two decades ago. And that is largely due to Jack Welch. It was clear from the day he took over the company that he planned to launch a revolution at GE. He wasted no time in executing his plan. No one tinkered with a basically healthy major company as much as Jack Welch did. No one in American business had the vision to fix something that wasn't broken. No one was as successful in making the repairs as was the GE CEO. It was an odd revolution that he carried out but it was still a revolution. Frequently, revolutions start at the bottom. Welch's began at the top. It was revolution that made GE leaner. Tougher. More competitive. Fewer people. Fewer business units. Fewer managers. To many, GE had been an icon, a sacred institution, not one to be tampered with. Bu. Welch had no such notions; he applied a kind of "survival of the fittest" rule-of-thumb" to his businesses and to his personnel, and those who survived were the ones who were needed. All others-businesses, people-were discarded. He sold \$10 billion and purchased \$19 billion worth of businesses. And he pared the workforce of 1981 from 412,000 to 229,000.

For 17 years, quietly yet meticulously, he led a series of revolutions at GE, seeking to recast a highly bureaucratic, labour intensive

corporate giant into a nightly productive machine that would function with the speed and simplicity of a small, entrepreneurial company. Given GE's size and complexity, it seemed a Herculean task. Yet, throughout the eighties he wrought enormous change at GE. Others accused Welch of creating turmoil. He remained unfazed. He knew that, to turn GE around, to make it the world's most competitive enterprise, change was essential. Not surprisingly, GE personnel responded to Jack Welch and his unsettling plans with wariness even suspicion. After all, change, to them, usually meant a turn for the worse. Change was just a sugar coated word for a plant closing or dismissal.

By the late eighties, when the CEO of GE was satisfied that he had restructured his company sufficiently, and that the company was positioned to become a world-class competitor, he shifted ground and turned his attention to GE's employees. He knew all too well how discomfiting and unnerving the earlier part of the eighties had been for them, the survivors. While they had not lost their jobs, many of their friends had, and they themselves had spent the past decade fretting over their futures. He decided that the best way to give his employees a sense: of stability was to allow them take part in the decision-making processes in the company One major side-benefit of this new empowerment plan was to make employees more productive as well.

When, in 1989, the chairman decided to empower GE's employees, he used a companywide vehicle called Work-Out. This was a programme that was designed to give everyone down to the factory floor level a chance for the first time to propose ways of improving the company's day-to-day operations. Not surprisingly, it took time for the chairman's ideas to sink in among the employees. Some of the same suspicions about Welch and his strategies resurfaced, and some workers agreed to take part in Work-Out only grudgingly. Sensing those suspicions, the chairman deliberately spread the programme through the company slowly, even as he exhibited his usual unbridled enthusiasm for the project Ultimately, the programme proved a huge success, helping Welch to create the kind of company he had talked about for yearsone that was more open, with fewer boundaries, one that engaged in thousands of learning experiences large and small.

By the late nineties, lack Welch could have stood still. He could have said to himself, 'We've done it. We've made GE the most competitive enterprise on earth, let's ease up, let's sit back and enjoy things for a while. But Welch is not about to tread water. He enjoys the game of business too much and yearns to be in the middle of it. He is too passionate about his works too passionate about wanting to be the very best at what he does, about wanting GE to be the very best. Coupled with that unremitting zest for business is his belief that GE can only suffer if it stands still.

COMPETITION SUCCESS REVIEW, MARCH 1999

# A Bumpy Ride

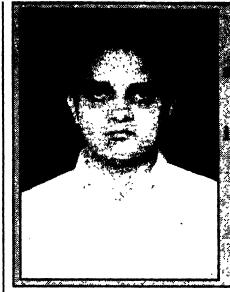
Brijendra Singh (26) achieved the 9th position among the successful candidates of the Civil Services Examination, 1998.

He has done M.A. (Modern History), from JNU. We publish below an exclusive interview he gave to Competition Success Review.

CSR: What is the secret of your success in the Civil Services Examination?

Brijendra Singh: No secret whatsoever. A lot of elders' blessings, friends, good wishes and my own efforts. That's it.

- Q. How much time do you think one requires for serious preparation for this examination?
  - A. It's totally variable.
- Q. Which journals and newspapers have you been reading for the General Knowledge and other papers?
- A. I read Competition Success Review, General Knowledge Today, CSR Year Book, The Times of India The Hindu, Frontline, Mainstream and Seminar.
- Q. What is your impression of the Interview Board?
- A. Experienced and brilliant people-with tonnes of knowledge. Can be patronising if you are honest and forthright, and would tighten the screws really bad if one tries to be clever by half.
- Q. What is your advice to the future aspirants?
- A. Take it only if you know you can make it. Otherwise it's a bumpy ride which takes a whole year and there is no getting off it.
- Q Competition Success Review, the largest selling youth magazine in English, has been extremely helpful occause...
- A. It's been a constant companion since childhood. When we used to look at the toppers' faces, we were absolutely fascinated how they had made it a success. The information contained in the magazine seemed all the inspiring because of interviews with toppers.
- Q. What prompted you to choose Civil Services as your career?
- A. My grandmother's age-old wish to see me as a "Deputy Collector," my mother's earlier prodding and my own desire to chart out a course independent of my father.
- Q. How did your parents, family and friends contribute to your success?
- A. Parents, family and friends brought me success more than anything else, for they kept their faith while I tumbled from one tage to the other for three years. Had it not been for their unflinching support I would have cracked up long ago and lost it all.
- Q. Had you not been selected in the Civil Services Examination, what would have been your reaction? Which other



The magazine is a bundle of useful miormation, all in one place, between two covers with so scouting around for facts from anywhere cise required."

— Brijendra Singh, [A]

service/career would you have gone in/opted for?

- A. I would have said, "Too bad, you missed out the services of a brilliant civil servant." Politics is where I would have delved in.
- Q. How would you visualise your success?
- A. Relief... sense of satisfaction, achievement, etc., etc., but yes, above all, relief.
- Q. What were your Optionals for the Civil Services Examination?
- A. History in the Prelims, and History and Anthropology in the Mains.
- Q. What was your criterion for the selection of the optional subjects?
- A. History: My own subject in college and; Anthropology: general, comprehensible, very subjective. I felt comfortable with
- Q. How did you prepare for your Compulsory papers?
- A. Books are what I primarily relied on, though I did attend coaching classes for General Studies.
- Q. How did Competition Success Review help you in your preparation for the interview?
- A. Apart from the inspiration I derived every now and then, the magazine is a bundle of useful information, all in one place, between two covers, with no scouting around for facts from anywhere else required.
- •••Q. What is your opinion about Competition Success Review?
- . A. The oldest and the best The magazine has been around for so long now that it has become symonymous with Civil Services

Exams. It has entered the psyche of competitors well and amply caters to their academic requirements.

- Q. What is your opinion about General Knowledge Today?
- A. Good for those avid quizzers! Also, useful for General Studies at the Prelims stage.
- Q. What do you think is a better way of preparation between selective, intensive study and wide, extensive study?
- A. It it's not a sensible mix of both intensive and extensive study failure is certain.
- Q. Is the pattern of the examination appropriate for selection? Would you recommend any improvement?
- A. Nothing could be more foolproof. But yes, those reaching the interview stage if wanting to take the next year's exam could be exempt from Pielims.
- Q. Do you feel that there should be no restriction on the number of attempts?
- A. Three, for the general category and five for the reserved category.
- Q. With the resumption of Essay paper in the UPSC Examinations, we are giving four senior essays every month. Is this focus-oriented, analytical feature helpful for the IAS aspirants?
- A. Definitely. But only as long as aspirants are trying to develop a certain writing style rather than mugging up these essays and then just using one of them on the answer sheet.
- Q. How do you think Competition Success Review could be more useful to the candidates?
- A. It's a good magazine, that is at the top It maintains the standard, that's it.

# **Choose Your Optionals Carefully**

Vishal Chauhan (24) achieved the 10th position among the successful candidates of the Civil Services Examination, 1998.

He has done B.L. (Flect), PGDIE.

We publish below an exclusive interview he gave to Competition Success Review.

CSR: What is the secret of your success in the Civil Services Examination?

Vishal Chauhan: Clarity of concepts in my optional subject, hard work and support given by my family members.

Q. How much time do you think one requires for serious preparation for this examination?

A. 10-12 months if one has taken same optionals in which graduation is done.

Q. Which journals and newspapers have you been reading for the General Knowledge and other papers?

A. Newspapers like The Hindu and magazines like Competition Success Review, General Knowledge Today, CSR Year Book, Frontline and India Today.

Q. What is your impression of the Interview Board?

A. I think the Interview Board was very cordial. The Chairman was very much participative. The Board members, in general, guided me in giving my best answer

Q. What is your advice to the future aspirants?

A. It is very important to take the same optionals in which one has done graduation. Besides this, the scoring pattern of recent years should also be taken into consideration while deciding the optionals.

Q Competition Success Review, the largest selling youth magazine in English, has been extremely helpful because...

A. Interviews and personality test of successful candidates are highly motivating factors for IAS aspirants. Features like Success Plan help very much in detailed planning.

Q. What prompted you to choose Civil Services as your career?

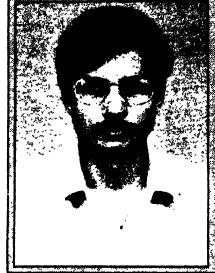
A. Civil Servants play a leading role in deciding the destiny of the country. I think as an IAS Officer, I can contribute very much to the society and the people. Besides this, this job provides challenges and opportunities for career growth.

Q. How did your parents, family and friends contribute to your success?

A. Contribution of family members and friends 15 very important. But my maternal uncle has been the driving force for me.

Q. Had you not been selected in the Civil Services Examination, what would have been your reaction? Which other service/career would you have gone in/opted for?

A. I would have been disappointed and would have tried for once more. Even then



Competition Secure
Review severe tile of
all the earour options
for the youth. The
Personality best of
successful sandfillian
gives relevant and
first hand information
about the interview."

—Vishal Chanhan, IAS

if I were not selected, I would have joined Indian Railway Services as an Electrical Engineer

Q. How would you visualise your success?

A. It is the culmination of my continuous efforts and consistent performance in my graduation and in later years. It is really like a dream come true.

Q. What were your Optionals for the Civil Services Examination ?

A. Electrical Engineering for the Prelims. Electrical Engineering and Mathematics for the Mains.

Q. What was your criterion for the selection of Optional subjects?

A. I have always been very comfortable in Electrical Engineering because of my specialisation. I had chosen Mathematics because it is a scoring subject. It has proved very helpful in scoring a good rank.

Q. How did you prepare for your Compulsory papers?

A. No preparation was required for Hindi and English. For General Studies papers I consulted standard books like Bipin Chandra for Modern History, Basu (for Polity). For current affairs I followed newspapers and magazines available in the market.

Q. Competition Success Review is the largest read youth magazine in English. How do you visualise the role of this magazine in moulding the careers of the youth?

A. Competition Success Review covers almost all the career options for the youth. This magazine helps them in deciding their career and give them critical information about what to prepare and how to prepare.

Q. How did Competition Success Review help you in your preparation for the interview?

A. The personality test of successful candidates gives relevant and first-hand information about the interview. It helps the aspirants on what lines one should prepare for the interview and they know what is expected of them.

Q. What is your opinion about Competition Success Review?

A. It is an excellent magazine, helping youths in deciding their career and guiding them in achieving their target.

Q. What is your opinion about General Knowledge Today?

A. It contains almost all important information needed for young students. The information is given in a very logical and precise way.

Q. What do you think is a better way of preparation between selective intensive study and wide, extensive study?

A. I think a combination of both is required. In optionals one should concentrate on few selected topics and cover them thoroughly while in the mains wide study is required.

Q. Is the pattern of the examination appropriate for selection? Would you recommend any improvement?

A. There should be separate exams for IAS, IFS and IPS and the course content should be designed in such a manner that students can prepare it part-time also.

Q. With the resumption of Essay paper in the UPSC Examinations, we are giving four senior essays every month. Is this focus-oriented, analytical feature helpful for the IAS aspirants?

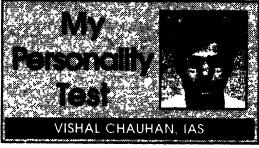
A. This feature has been very encouraging to IAS aspirants. Students can learn much by reading these essays and improve their style and language.

# Why Professionals Join The Civil Services

Since I had performed well in my Optionals, I was expecting my interview call. There was a feeling to gear up for the next challenge after seeing the Mains result. I divided my preparation in two parts. First, personal information like my home town, home state, hobby, my education background, the institutions I have attended, reason for joining Civil Services, my present job etc. This part I prepared myself. I prepared some expected questions also. For the second part, for current events I made a group of three-four friends and we discussed some controversial and current issues. In the process, we conducted some mock interviews also. My interview was in the first session. I wore blue trousers and light blue shirt with a contrasting tie and black shoes. My interview was second in the group of six candidates. So my waiting time was not much. I had a small chat

with fellow candidates and glanced through the newspaper headlines of the day.

I was relaxed and confident throughout interview. The very first



question put to me was the reasons of the high crime rate in Ghaziabad, which I answered to my satisfaction. The next question was on criminalisation of politics especially in U.P. The Chairman also asked me what is political crime, corruption in public life, Presidential form of Government, reasons for malfunctioning of state electricity boards, generation cost, transmission costs etc.

The second member asked me questions on the electrification in Railways, motor used in Railway locomotives and other questions related to Railways

The third member asked me about small hydropower projects, positive and negative feedback their advantages and disadvantages, etc.

The fourth member asked me about newspaper headlines of the day, prison reforms, management, etc.

The last question, and which proved to be most ticklish question was why being a professional (electrical engineer as well as PG in Industrial Engineering), I wanted to join the Civil Services.

### **Highly Motivating**

We are pleased to publish here a letter from Mr. Vishal Chauhan, IAS Topper 1998 (10th Position) and wish our readers a similar splendid success.

The Editor Competition Success Review 604 Prabhat Kiran Rajendra Place New Delhi-110008

Dear Sir.

9 am very much thankful to Competition Success Review for guiding me throughout my preparation.

It is an excellent magazine covering all necessary information required for Civil Services aspirants right from selecting an optional to how to prepare them for the Prelims and Mains.

The personality test of successful candidates is very significant. From this regular feature. I came to know what is generally asked in the interview and how to prepare for it.

But for me the most valuable part of the magazine is the interviews of successful candidates. These interviews have always been a motivating factor for me.

With Best Wishes,

Vishal Chauhan, 775

### Little Time For Preparation

VISHAL CHAUHAN, IAS

I had very little time for preparation for the Prelims. Though I had cleared the Preliminary exam last year also, I should have been more careful about it.

For the Mains, I was able to devote miself fully only after Preliminary exams. Since only limited time was available, I

devoted most of the time on Mathematics (which finally paid

rich dividends), but I should have managed at least 10 more days for Electrical Engineering. Though I had already appeared in Engineering Services Examination, this lack of revision cost me about 30 marks. Ample time should be devoted to preparation of optional papers. So, the candidate should

revise his paper at least once, irrespective of the fact that he has appeared in the previous examination.

In the interview one should never change the stand once taken. One

should defend one's viewpoint with logical reasoning. In the end if one is not able to defend ones' views, it can be modified a

### **Bio Data**

- Name: Vishal Chauhan
- Educational Qualifications: B.E. (Elect), Post Graduate Diploma in Industrial Engg.
- ☐ School: Indian Public School, Ghaziabad
- ☐ College: Shambhu Dayal Inter College, Ghaziabad
- ☐ University: University of Roorkee
- ☐ Any Award, Gold Medal and Scholarship Won: University Merit Scholarship.
- Earlier Selections : GATE (99.61 percentile), IES-96 (7th rank).





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# Facing The Interview Board

(Right Approach)

### The Candidate

Roop Chand Bhasin, who is a second ansision M.A. (Political Science) from Delhi University, is a dynamic young man of average height and medium built. His height can be reckoned around 174 cm, but he appears rather tall, thanks to the high-heeled shoes he has been sporting. Keeping the Delhi summer in mind, he has opted for a light grey terrycot safari suit, which fits him well and also meets the requirements of the formal occasion. His shining black shoes and dark blue nylon socks match admirably with his safari outfit and make him appear smart and efficient. He has kept his wavy dark well-groomed hair slightly long, but it is properly shampooed and combed after a recent haircut. His personal hygiene is well sports adds to his impressive appearance. Overall, he is successful in creating a first favourable impression by his careful grooming, choice well-fitting dress and upright carriage. He walks with confident steps, head held high and chest forward, displaying self-confidence and resoluteness. By looking at him, one cannot but conclude that he is serious about the interview and keen to do well as he has taken the trouble to dress and present himself in the right manner before the Interview Board.

### Interface With Other Candidates

Bhasin finds out that he is the second candidate to be interviewed this morning and his interview might start after 10.30 a.m. Nevertheless, to avoid last-minute rush and unexpected traffic hold-ups, he decides to be at the UPSC office, which is the venue for his interview, fairly in advance and arrives there around 9.15 a.m. On arrival at the UPSC office, he reports at the reception. shows his call-up instructions and submits the original certificates, documents, etc., for scrutiny. Before leaving the reception, Bhasin takes a good look at the seating plan for the interview, noting the seating arrangements for the chairman and members vis-a-vis the candidate. He also gets his turn for interview and time reconfirmed from the notice board. In the library, he finds a few candidates gathered



in the far corner and having discussions among themselves in low undertones without disturbing others in the library, reading magazines, journals or books. Bhasin decides to join them, proceeds to the group, introduces himself and seeks permission to join them with a friendly and cheerful smile lighting up his countenance.

Bhasin: Good morning, friends. I am

The Interview Board is really on the lookout for youth that can lead—candidates endowed with intelligence, organising ability, integrity of character, sociability, and the ability to motivate and influence people the right way. The candidates have to satisfy themselves whether they can don the mantle of responsibility.

Roop Chand Bhasin one of the candidates for the Civil Service interview this morning. I could make out that you are all here for the same purpose. If you permit me, I would be delighted to join you and benefit from your views and ideas.

Sooraj: You are most welcome, my dear friend. Shall I say that it would be our privilege and pleasure to have your exalted company? Unfortunately, in our group there are no ladies and I must say it is a pity as two lady candidates are posted for interview in the afternoon. You will agree, Mi. Bhasin that one is always one's best when members of the fair sex are around. Now, let me introduce my companions to you. On my left is Mr. Sayal, and on my right is Mr. Rao.

**Sayal**: Hey, you have not introduced yourself.

Rao: Mr. Bhasin, let me have the pleasure of presenting Mr. Raj Narain Scoraj from Allahabad who ought to be in the films, but has decided to try the IAS instead, in deference to the wishes of his innumerable girl friends.

Sooraj: Mr. Bhasin, these chaps are just pulling my leg. Please do not take them seriously.

Bhasin: What is the harm? The film line or the political arena is as good as any and could hold better prospects for those who have the aptitude, skill and luck. By the way, just call me Bhasin since adding Mister sounds distant and formal.

Rao: What do you expect to be your first question from the Board, Bhasin?

Bhasin: It depends on the information you have provided about yourself in your biodata or the Board Questionnaire. But, by the large, all candidates, at some time or the other, are asked why they opt for the IAS in preference to the private sector where the pay, perks, promotions and opportunities are better.

Sayal: One of my friends was asked why he did not opt for the Armed Forces.

Rao: But his case was different. He was in the NCC for five years, got promoted to the rank of Under Officer and so on.

Bhasin: That is correct. The question would be pertinent to the individual. If you are doing research, or are in the teaching line they might then ask the reasons which have prompted the switch-over. By the way, please tell me what other questions were posed by the Board to your friends.

Rao: I am afraid, the Board is not going to pose the same questions to each candidate. If that were so, everybody will be able to give the correct answers.

Sooraj: I suppose, there is something in what Rao says. For a change, he appears to be serious and talking sense

Bhasin: We can agree with the logic of Rao to a certain extent, but his presumptions and conclusions need not necessarily be correct. Of course, the Board will not repeat the same questions to each candidate. But by getting to know the questions asked of different candidates and by analysing them, we may be able to perceive the general trend.

Sayal: You are very right, Bhasin and we can definitely benefit by knowing the

### WINNING STRATEGY

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general approach and trend. If I am not mistaken, you have already met some of those who have earlier been interviewed, learnt about the questions and analysed the trends. If you have no objection, you can share your findings with us.

Bhasin: To start with, either the Chairman or one of the members takes the trouble to put the candidate at ease and makes him fully relaxed. They understand well that a candidate is bound to be tense and could even be nervous. Hence, he is offered a seat and asked some routine questions relating to his educational, home, family background, his hobbies, interest, present occupation and the like. Thereafter, they smoothly switch over to the interview proper, perhaps without the candidate even being aware of it. By and large, the starting point would be related to the information you have furnished in your biodata or the Board's Questionnaire.

Sooraj: Please enlighten us on this pattern.

Bhasin: After dealing with your educational, family and residential background, the Board generally probes you in the areas of your earlier or current job experience, if any. For instance, you might be working in other branches of the Civil Services like the Indian Revenue Service, Audit and Accounts, Indian Railways, Police and so on Or you might be with the public sector or in a private enterprise. You may be doing research or may in the teaching line. You might have been travelling or been abroad. You might even be assisting your father, brother or others in some family business. The Board would be interested to know how you fared there and why you want to change to the IAS.

Rao: How would the Board know about my previous job experiences?

Sayal: Well Rao, he already told you that all such details could be found in the candidate's biodata.

Rao: What if one does not choose to mention them in the biodata?

Bhasin (With a friendly smile): They could ask you what you have been doing since you graduated and further questions can be asked on the basis of your reply to the original question. Next, there are some other areas or fields in which questions are generally asked and I would like to mention them For instance, they ask one or two questions about your home State. Then there will be a question on the optional subjects you have offered for the written examination or you have studied at the college, on current national and international events and on burning topics of the day. Lastly, you can also expect questions on matters of your special interest or where you have distinguished courself, say your sports activities, pastime, hobbies, etc.

Sooraj: What do you think we should do it they ask questions where we do not know the correct answers?

Bhasin (Smiles): Well, I feel you don't have to worry at all on this score. As you know, the Board is not interested in the extent of your knowledge in specific subjects at this stage. This aspect has already been taken care of by the written examination. During the interview, the Board is more

### IAS TOPPER SAYS



was delighted to seceive the interview immediately began to scan the current newspay magazines thoroughly, I revised all aspects all my bio including my hobbies, I also gave a currery glan Physics and Mathematics textbooks to refresh my memory joined coaching classes as well. This was quite helpful becau of the mock interviews conducted there, as well as interest

with other candidates.

My interview was in the afternoon session on the second day. I wore a handloom cotton saree, turquoise with a purple border. I was the last candidate to be called by the Board, so I spent the interim in chatting with other candidates. When I entered the interview room, I was happy at the bright and cheerful appearance of the room as well as that of the Members, They put me at ease immediately. The first question, asked by the Chairman, was "What do you mean by creative writing?" (my hobby). He saked me more questions on my hobbies and service preference in between the other

Members' questions.

The first Member asked use about the opening up of the Indian and Chinese economies and cultural invasion. The second Member asked what was 6-mail and how it differed from fax.

The third Member asked me about the ills of the Indian polity.

The Chairman closed the interview by asking me to react to a statement "Doctors amuse the patient, while Nature cures him." This was the most ticklish question!

The Members were never abrupt in asking questions. On the other hand, they helped me out wherever I hesitated.

At the end of the interview, I felt that I had a stimulating and enjoyable experience.

-Ms. Varsha Joshi, 148

interested in your personality traits and your awareness in general. I would say, the Board now is more concerned with your approach. attitude and reaction. More than what and how much you know, how you present and put across what you do know, counts a great deal. Thus, the Board will make it a point to find out what you really know and then ask questions in those areas so that you are in a position to give your comments, views, etc.

Sayal: I am glad to hear that. It means every candidate will get a fair chance

No wonder, Bhasin, you are so thorough and confident. Glad we met and you could help us with so much valuable information. Well, now they are summoning you for the interview and we all wish you the very best.

Comments: This preliminary encounter of Mr Bhasin with other candidates reveals some pointers towards his personality make-up which would be useful for the aspirants to take note of. He can be regarded as an enterprising and resourceful candidate. He mixes freely with strangers, instinctively reveals a liking for teamwork ind proves successful in creating a strong and favourable impact on those with whom he comes into contact With his knowledge and preparatory work, he is ready to face the Board with confidence and optimism.

### The Interview

Chairman: Good morning, Mr. Bhasin please take your seat and make yourself comfortable. If you require anything in particular please do not hesitate to ask and we shall do our best to meet your needs.

Bhasin: Thank you, Sir, and good morning to you all please. (He sits smartly, occupying the chair meant for the candidate.) I am quite comfortable and ready, Sir, and I don't need anything else. Thank you once again, Sir.

Chàirman: Mr. Bhasin, I found from your dossiers that you have studied Politics at the University and gamed second division in M.A. in the subject. Was it your intention to become a politician and enter into active) politics 7

Bhasin (Smiling): No, Sir, not at all. Neither then, nor now. I am not keen on becoming a politician. My goal has always been the IAS and I chose Political Science as one of my subjects of academic study as I felt it would help me to discharge my responsibilities effectively as an administrator in the IAS cadre.

Chairman: That is interesting. Can you explain how the study of Political Science can be helpful to an IAS officer?

Bhasin: Sir, after Independence, India has opted for a democratic form of government with parliamentary institutions fashioned on the British Westminster model. Our Constitution guarantees certain Fundamental Rights to its citizens. It also contains a chapter on Directive Principles indicating the direction or objectives towards which the nation should progress. We have a Welfare State founded on Democratic Socialism. Five-Year Plans have been formulated as the vehicles to enable the citizens to reap the benefits of this welfare state. The administrator has to play

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Vist our home page at : http://www.iiem.com E-mail; iiem@giasbg01.vsnl.net.in a key role in implementing the Five-Year Plans and other related programmes in the context of the Welfare State, Socialism, democracy, fundamental rights of the citizens, parliamentary form of government responsible to the people and hopes and aspirations of the people and similar other factors. By studying Political Science, not only can we understand the working of our own Constitution and institutions but also know how they work in other democracies. Thus, I am convinced that the study of Political Science could be of great help to the administrators.

Chairman: Well, I agree you have something there although many who have not studied Political Science have also become excellent administrators, both in India and abroad. But tell me why do you not want to join active politics? Is it your view that educated youth should eschew active politics?

Bhasin: No, Sir, not at all. I wonder whether I had conveyed such an impression. If so I am very sorry, indeed. I firmly believe that good education is a basic and fundamental requirement for all, no matter one's profession or vocation in life. It is all the more so in the case of politicians. Of course, it will also help if politicians had undergone the study of Political Science as an academic subject.

Chairman: Then why are you not keen on joining active politics?

Bhasin (Smiling): Shall I say, Sir, that it calls for a certain type of mental attitude, adjustability and adaptability to function as have a special interest and drive for active politics. Above all, politics is an expensive game and you need lots of money. May be I lack these and in any case, as I said earlier, my goal right from the beginning has been to make the IAS cadre and I deliberately did not allow myself to be led away from my chosen goal.

First Member: I suppose you are aware that the world which, of course, includes our country, has seen many able politicians who did not have any formal university education. For example, one can cite some well-known film-star politicians

Bhasin: I beg your pardon, Sir. I referred to good education. If I remember correctly, and not to formal university education and acquisition of dogrees as such. The great Winston Churchill and Abraham Lincoln did not boast of Master's degrees. But they acquired good education through their own efforts. The film-star politicians, I would say, are exceptions to the rule. Even they could shine as still better politicians if they had had university education.

First Member: You indirectly referred to money power in politics. Can you say that we have been successful in operating democracy in independent India and that it has taken roots in this country?

Bhasin: All I can say is that we are still retaining democracy in this land even after 51 years of Independence and in the face of many diversities whereas it has fallen by the wayside in many other countries which opted for democracy on attaining independence after World War II. That is an achievement in itself. As for its taking roots here, I have my own doubts. I am

### WINNING CHECKLIST

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inclined to agree with Dr. Ambedkar who observed that democracy in India is nothing but top dressing on alien soil. To strike deep roots, democracy has to grow through evolution, with people used to it. They must have education and acquire a stake in preserving democratic institutions. A citizen should know the value of his vote and exercise it judiciously—and with care and caution. All these are absent in our country. Since black money and corruption are rampant, it is doubtful whether democracy could long survive their increasing onslaughts.

Comments: The Chairman starts the interview referring to the educational background of the candidate who finds in it an opportunity and opening to communicate his keenness and planned approach to make the IAS grade. He is also able to answer in depth a question on the subject of his acudemic study. The candidate displays the courage of his convictions and also the tact and ability to disagree in an agreeable manner. He shows good awareness of his surroundings and also the role an IAS officer has to play as an administrator.

Second Member: You have indicated Punjab as your home State. But you have done all your college and university education in Delhi. How do you explain this?

Bhasin: My great-grandfather migrated from West Punjab. We are now settled down in Gurgaon, which borders Delhi but belongs to Haryana. We have a house in Gurgaon and my father and elder brother are running a small factory, which produces various automobile components there.

Second Member: What have you been doing since completing your M.A.?

Bhasin: Mainly, I have been preparing for the IAS. Occasionally, I have been helping my tather in marketing automobile components.

Second Member. Why marketing and not production?

Bhasin (Smiles): Well, Sir, any one with some financial resources can produce anything. But marketing, selling and realisation of sales revenue is a different thing and it is most difficult. Besides I am not an engineer or a technician. Above all, marketing provided good scope for travelling, which I enjoy.

Second Member: If you are selected for the IAS, which State cadre would you like to opt for and why?

Bhasin: I have already indicated Nagaland, Mizoram and Arunachal Pradesh as my preferences in that order. In my view, they are virgin lands which would pose many challenging tasks to an administrator.

Third Member: How do you account for the terrorism and violence we witness in States like Tripura, Assam, etc.

Bhasin: At present, our politicians and political parties are ready to stoop to any level to win elections and capture power. They exploit religion, language, caste, community, etc., to achieve their narrow and selfish goals. There is also foreign interference. The creation of several States was engineered by short-sighted politicians, using religion and language script as yardsticks. Hence, we are facing a big problem and challenge today. During the British rule, we had hardly seven or eight provinces which were multilingual, multiracial and so on. Unless we make an about-turn and go back to administrative divisions based on natural boundaries, we will not be able to contain such divisive tendencies as have cropped up in North-East.

Comments: The candidate expresses original and candid ideas without fear or favour, displaying courage, intellectual integrity and firm convictions. He is frank and outspoked without being dogmatic or offensive. He approaches sensitive and controversial issues objectively and unentotionally hasing his arguments on empirical facts, logical reasoning and overall national interests. He reveals commendable common sense, tact and persuasive ability. A loyal and forceful leader who can fuce a challenge with courage, detachment and resourcefulness to accomplish ultimate success

Fourth Member: The Russian Prime Minister Mr. Yevgeny Primakov who visited India recently suggested that a strategic triangular alliance of Russia, India and China would counter the American post-cold war unipolar domination. Do you favour this proposition?

Bhasin: Russia, India as well as China are economically and industrially weak and they are dependent on American investments, trade and financial assistance Militarily, even all the three together can not be a match to American military might. Therefore this is not a feasible idea, at least for the present. Further Russia and perhaps. China might gain by this alliance triangle But India cannot expect any benefit. In any case China will not agree to it as it is too closely allied with Pakistan.

Fifth Member: Would you then recommend an alliance with America tor us?

Bhasin: I am afraid, Sir, that America will no longer be interested in such alliance. As for India, we have opted to be non-aligned and I feel it is the best policy. We must now concentrate on building our economic and industrial strength.

Comments: The candidate shows good understanding of current national and international events and trends. He has kept himself abreast of the latest developments in this field and presents his views in a rational coherent and convincing manner. There is sound logic and reasoning in his arguments and he is able to look into the future with vision and foresight.

## **Constitution Of India**

**Prof. (Dr.) M. V. Pylee**Former Vice-Chancellor, University of Cochin

### The Union And Its Territory

The First Article of the Constitution feclares India as a Union of States. Explaining the significance of the term 'Union of States", B. R. Ambedkar said that a implied two things. First, the Indian Tederation was not the result of an igreement among the units. Second, the component units had no freedom to secede from the Union. Those who were not happy with the term Union contended in the Constituent Assembly that it did not sufficiently emphasise the federal nature of the Constitution. They wanted the adoption of the term "Federation of States".

Under Article 2, Parliament of India is impowered to admit into the Union or stablish new States on terms and conditions  $\kappa$  thinks fit. Thus, it may form a new State by separation of territory from any State or by uniting two or more States or parts of states or by uniting any territory to a part of any State. In the process, it can increase or decrease the area or any State or alter the boundaries or change the name of any State Article 3). Although the power of Parliament in this respect is exclusive, the Constitution provides for a procedure which enables the legislatures of the States oncerned to express their opinion in the matter. According to this, every Bill contemplating any of the above changes can be introduced in Parliament only on the recommendation of the President and prior reference by the President to the legislature of the State concerned for its opinion. The procedure thus helps Parliament to have in view the sentiments of the people of the State concerned before taking a final decision. Any such change made by Parliament and the consequent alterations effected in the Constitution will not amount to an amendment of the Constitution (Article 4).

At present, the Union of India is composed of twenty-five States which are the units of the Federal Union and seven Union Territories which are under the direct administration of the Central Government. As such, the political map of India today presents a comparatively simple picture in contrast to what it was in 1947 when India became independent, and in 1950 when the present Constitution came into effect. But this was the result of the successful execution of a gigantic task of integration and reorganisation during the first ten years of Independent India. The process was indeed difficult and even painful one, and it cannot yet be said with certainty that the pattern which exists at present is the final one.

Mention was made in earlier article on the process of territorial readjustment as a consequence of the accession of Indian States in the days following August 1947. As a result of this process, by the time the Constitution was inaugurated in 1950, their total number had come down to 18 from 500. These eighteen were grouped under two categories-Part B and Part C States. Part B consisted of Hyderabad, Jammu & Kashmir, Madhya Bharat, Mysore, PEPSU (Patiala and East Punjab States Union), Rajasthan, Saurashtra and Travancore-Cochin. Part C consisted of Ajmer, Bilaspur, Bhopal, Coorg, Delhi, Himachal Pradesh, Kutch, Manipur, Tripura and Vindhya Pradesh. The former British Indian Provinces were grouped under Part A and consisted of Assam, Bihar, Bombay, Madhya Pradesh, Madras, Orissa, Punjab, Uttar Pradesh and West Bengal. The only other Indian territory left out of classification was the Andaman and Nicobar Islands and it was brought under Part D.

The constitutional provisions establishing the three-tier State system were the product of expediency. No one was happy with this arrangement and desired to end it at the earliest opportunity. The situation under went an unexpected change in 1952 when the Central Government under pressure from the Jelugu-speaking people of Madras State, took a sudden decision to create a separate State of Andhra. The State of Andhra came into existence on October 1, 1953.

The inauguration of the new State was not to be an isolated incident. Formation of new States on linguistic basis and the consequent reorganisation of the entire State system became almost a militant demand all over the country. Political leadership found it no longer possible to resist this demand. The result was the appointment of the States Reorganisation Commission (SRC) in December 1953 to go into the entire question of reorganisation "objectively and dispassionately" and make its recommendations with a view to settling this difficult problem.

The Commission was headed by a former Judge of the Supreme Court of India, Fazl Ali, and had as members, Pandit H. N. Kunzru and Sardar K. M. Panikkar. The report of the Commission was submitted on September 30, 1955.

After considering fully all the aspects of reorganisation, the Commission arrived at



four major principles which were to be given the highest importance in any scheme of reorganisation of States. These are:

- (i) Preservation and strengthening of the unity and security of India;
- (ii) Linguistic and cultural homogeneity; (iii) Financial, economic and administrative considerations; and
- (iv) Successful working of the national development plans

In making its recommendations, the Commission dealt with not only territorial readjustments but also other matters such as financial implications, administrative changes, integration of services, etc. Taking these as a whole, the following recommendations deserve special mention:

- (1) Abolition of the classification of States into three categories, Part A, Part B and Part C
- (2) Abolition of the special agreements entered into with the Union in consequence of the financial integration of Part B States.
- (3) Part C States, with the exception of Delhi (the Union Capital), Manipur and Andaman and Nicobar Islands, which are to be centrally administered, should be merged with the adjoining States.
- (4) On the basis of these changes, the Commission recommended the creation of 16 States and three Centrally-administered territories, called Union Territories.

The report was placed before Parliament and the State legislatures, which discussed it at length. After prolonged discussions both inside the legislatures and outside and after protracted negotiations between the Union Cabinet and the interested parties, the Government of India announced its decision which was embodied in a Bill, called the States Reorganisation Bill. The Constitution also needed amendment at many places as a result of the proposed reorganisation. Both the Constitution (Seventh Amendment) Bill and the States Reorganisation Bill were passed in 1956 and were put into effect on November 1, 1956.

The provisions of both the Amendment and the Act are based on the recommendations of the SRC report except in a few instances. The most important of these were the decisions with respect to the formation

Area, Population, Capital City and Principal Languages of the Component States and Union Territories

States/Union Territories	Area in sq km	Population (1991 Census)	Capital	Principal Language(s)
States				
Andhra Pradesh	2,75,068	66,508,008	Hyderabad	Telugu and Urdu
Arunachal Pradesh	83,743	<b>864,</b> 558	Itanagar	Nishi, Dafla, Miji, Adi Gallong, Wancho, Monpa, Tagin, Nocte, Bengali and English
Assarn	78,438	22,414,322	Dispur (Temporary)	Assamese, Bengali
Bihar	1,73,877	86,374,465	Patna	Hindi
Goa	3,702	1,169,793	Panaji -	Maratho, Konkani, Portuguese and English
Gujarat	1,96,024	41,309,582	Gandhinagar	Gujarati
Haryana	44,212	16,463,648	Chandigarh	Hindi
Himachal Pradesh	55,673	5,170,877	Shimla	Hindi
Jammu and Kashinir	2,22,236	7,718,700	Srinagar (Summer) Jammu (Winter)	Kashmiri, Dogri, Gujri, Punjabi, Urdu, Baltı, Dadri, Pahari and Ladakhi
Karnataka	1,91, <b>79</b> 1	44,799,201	Bangalore	Kannada
Kerala	38,863	29,098,518	Thiruvananthapuram	Malayalam
Madhya Pradesh	4,43,446	66,181,170	Bhopal	Hindi
Maharashtra	3,07,713	78,937,187	Mumbai	Marathi
Manipur	22,327	1,837,149	Imphal	Manipuri and English
Meghalaya	22,429	1,774,778	Shillong	Khasi, Garo and English
Mizoram	21,081	689,756	Aizwal	Mizo and English
Nagaland	16,579	1,209,546	Kohima	Ao, Konayak, Angami, Sema and Lotha
Orissa	1,55,707	31,659,736	Bhubaneswar	Oriya
Punjab	50,362	20,281,969	Chandigarh	Punjabi
Rajasthan	3,42,239	44,005,990	Jaipur 🖺	Hindi and Rajasthani
Sikkim	7,096	406,457	Gangtok	Lepcha, Bhutia, Hindi, Nepali and Limbu
Tamil Nadu	1,30,058	55,638,318	Chennai	Tamil
Tripura	10,491	2,757,205	Agartala	Tripuri, Assamese, Bengali and Manipuri
Uttar Pradesh	2,94,411	139,112,287	Lucknow	Hindi
West Bengal	88,752	68,077,965	Calcutta	Bengali
Union Territories				
Andaman and Nicobar Island	ls 8,249	280,661	Port Blair	Bengali, Hindi, Tamil, Telugu and Malayalam
Chandigarly	114	642,015	Chandigarh Chandigarh	Hindi and Punjabi
Dadra and Nagar Haveli	491	138,477	Silvassa	Bhilli, Bhilodi, Gujarati and Hindi
Daman and Diu	112	101,586	Panaji	Gujarati and Marathi
Delhi	1,483	9,420,644	Delhi	Hindi, Urdu and Punjabi
Lakshadweep	32	51,707	Kavaratti	Malayalam and Tribal Languages
Pondicherry	492	807,785	Pondicherry	Jamil, Malayalam, English and French

of the Bombay State and the immediate creation of a united Telugu-speaking State of Andhra Pradesh. The number of the Centrally-administered areas also was increased from the recommended three to six.

The Union of India then consisted of fourteen States and six Centrally-administered territories.

That position, however, did not last long. The pattern underwent a further change in 1960 when, on account of intense and persistent popular demand, Bombay was divided on a linguistic basis to form two new States—a Marathi-speaking State of Maharashtra and a Gujarati-speaking State of Gujarat.

In 1961, yet another new State was created when the areas comprising Naga Hills and Tuensang Area assumed the name of Nagaland and was given the status of the sixteenth State of the Indian Union.

During the next ten years between 1961 and 1971 five more new States were formed. The first of these was Haryana by reorganising Punjab to form two States—Punjab and Haryana—in 1966. In 1970, the Union Territory of Himachal Pradesh was made a full-fledged State. Manipur and

Tripura were also given the status of States in 1971. In the same year yet another State was created, and that was Meghalaya which was part of Assam until then.

In 1975, Sikkim acceded to India and was given the status of a State, thus raising the total number of States to 22.

The number of Union Territories also registered an increase since 1956. In August 1961, Dadra and Nagar Haveli were integrated with the Union of India at the request of the Varishta Panchayat and the people of free Dadra and Nagar Haveli. Similarly, Goa, Daman and Diu were also united with India in December 1961 and thus the remnants of Portuguese colonialism, which was the last to disappear, were brought to an end. Pondicherry, a former French cc lony, became a Union Territory in 1962 along with other French settlements in India. In 1966, as a result of the reorganisation of Punjab, Chandigarh became a Union Territory. In 1971, two more Union Territories, Mizoram and Arunachal Pradesh, came into being, both in the northeastern region.

In 1987, three Union Territories were granted Statehood. Mizoram and Arunachal Pradesh became the 23rd and 24th State respectively of the Indian Union on February 20, 1987. In becoming the States of India. the two joined five others in the region together known as "the five sisters of northeast". The elevation of Mizoram to fullfledged State brought to a fitting climax, the process of psychological integration of the Mizos which began with the signing of the peace accord on June 30, 1986. The triumphant return of the Mizo National Front, insurgents, led by Laldenga to the national mainstream and the convincing electoral victory on the eve of the formation of the State closed a turbulent phase in the chequered history of Mizoram. Similarly, Arunachal Pradesh, which was made a Union Territory in 1972, became the 24th State of the Indian Union. Prior to 1972, it was known as the North-East Frontier Agency (NEFA). Though, NEFA was constitutionally part of Assam, it was administered separately by the representative of the Governor of Assam

The youngest State in the country, Goa came into being on May 30, 1987, but was launched as the 25th State of the Indian Union on June 3, 1987. The overland districts of Daman and Diu were delinked from Goa and remain as Union Territory.

(Continued on page 102)



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# NEW Business Opportunities

# **Network Marketing in India**

Dear friends,

My name is Raj Bapna and I want to tell you about my new book NETWORK MARKETING IN INDIA that tells you about the exciting new business opportunity called Network Marketing and how you can benefit.

Network Marketing allows you to start your business part-time with investment of Rs 490 to 4,200 But, it offers the potential to earn huge profits/income of Rs 10,000 or Rs 25,000 per month and more

It is a new way of doing business. In USA, it been in existence for the last 40 years and it has been growing in

The above are India's top three

Network Marketing companies Amway

and Oriflame are multinationals whereas

Modicare belongs to Modi group of India

Amway and Modicare currently have

products which are mostly household

products Oriflame has cosmetics and

popularity. In Network Marketing, when you become a distributor, you sell products and more importantly you sponsor distributors who further sponsor other distributors

You get commission or incentive on sales of all your distributors and their distributors and so on This is how there is a potential for huge income without employees, inventory, stock or big investment

Some foreign Network Marketing companies such as AMWAY, Oriflame, Avon, etc. have now come to India. Some Indian companies have started such as Modicare, Franklin Spoken

English, Mind Power English Institute.

Just read this book, and maybe, you'll discover that you love this way and earn big income or at least make some good money. The opportunity is so good that even my family has joined some of these companies and we converted our two English training franchises into network marketing based businesses

This book explains the business opportunity and details about the 5 companies including how to become a member and start your own business.







Their number of members in India is between 50,000 and 1,00,000 each.

The amount of money needed to join Amway is Rs 4,200, to join Oriflame is Rs 490 and to join Modicare is Rs 1950

To be successful as a Distributor in any of these companies, you need to use the products yourself sell the products to

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Now in India
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Each of these companies has members all over India Each Distributor deals directly with the company and not with sponsors



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There are already authorised centres of these two institutes in every part of India from Rajasthan, MP, UP, Andhra Pradesh, Assam, Tamil Nadu, Ka.nataka, West Bengal, Maharashtra, Andaman & Nicobar Islands, Punjab, Orissa, Bihar, Gujarat, Kerala, Jammu & Kashmir, Chandigarh, Delhi as well as in NEPAL

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The above two business opportunities consist of establishing your own institute and offering courses in classroom setting. You earn in 3 ways.

- 1. By teaching in classroom.
- 2 By selling course material, etc.
- 3. By sponsoring new Members.

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(1) This business opportunity is for all people except for owners of computer institutes (2) Courses offered English & Mind Power, Mind Power, English, Executive English (3) Exclusive territory (4) Membership Registration Fee Rs 9,000/-

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# **Indian National Movement**

K. K. Bhardwaj Eminent Author of History Books

### Renaissance Movement

The latter half of the nineteenth century gave birth to various reformative and revivalist movements in India. The Indian society was passing through transition. It had come into contact with new ideas as a result of the British rule even as a wide range of social evils were getting entrenched in the Hindu society. A set of wild superstitions had replaced real religion. People were poor, illiterate and unemployed. The Christian missionaries were taking advantage of the situation and were carrying out their policy of conversion. The conflict between the Western ideals and Indian ideals, and the conflict between Christianity and Hindu religion gave birth to these movements. The Abjection to an alien rule provided a political content. While preaching against the social evils and religious superstitions, these movements revived the faith in India's glory and gave a new confidence to the people. The movements became anti-British and influenced the struggle for freedom. The most important of these movements are discussed here.

### Raja Ram Mohun Roy and Brahmo Samaj

Raja Ram Mohun Roy has been described as the Father of Indian Renaissance, advocate of liberalism and prophet of Indian nationalism. He was born in 1776 and died in 1833 in Bristol. His name is also associated with two reforms, abolition of sati and introduction of English language. He was mainly concerned with socio-religious matters. He fought against repressive restrictions put on the Indian press. The wrong was undone in 1835, two years after his death. He pleaded for equality of women in every field and preached against widowhood and child marriage, caste system, polygamy, etc.

Raja Ram Mohun Roy was a great scholar of Hindu, Muslim and Christian religions. He was confident that the Hindu religion could withstand all criticism leveled by Christian missionaries against it, if the real Hindu religion preached by *Upanishads* was revived. He was opposed to idol worship

and believed in a formless God. He founded the Brahmo Samaj for the purpose of spreading the idea of the sublime truth contained in the *Upanishads* and for propagating against social evils in Hindu society. This movement rescued Bengal from a state of inertia. It was a movement of 'enlightenment' and sowed the seeds of freedom. It preached purity of Hinduism, religious toleration and a liberal social system.

The Brahmo Samaj got split under the leadership of Keshav Chandra Sen. Anand Mohan Ghosh founded "Sudharan Brahmo Samaj". In Poona, Ranade founded "Prarthana Samaj" with similar ideals.

### Swami Dayanand and Arya Samaj

Swami Dayanand Saraswati founded Arya Samaj in North India. It was based on revival of Veda: teachings. It preached monism In other words, it believed in God and propagated against paganism. It fought against caste system and untouchability. It propagated widow remarriage and opposed



Raja Ram Mohun Roy

One of India's great social reformers, Raja Ram Mohun Roy laboured hard all through his life for the social, religious, intellectual and political ienaissance of his country. He was anguished by the pathetic state of affairs that saw the stranglehold of the caste system and that reduced religion to a bundle of superstitions and malpractices by corrupt priests. He wanted his countrymen to accept the principle of human dignity and social equality of all men and women

Afrue representative of all that is best in Eastern and Western cultures, Ram Mohun Roy set up the Brahmo Samaj to purify Hinduism and preach monotheism. The Brahmo Samaj laid emphasis on human dignity, opposed idolatry and launched a crusade against evils like sati. All his life he fought admits social injustice and inequality even at great personal loss and hardship.

He often clashed with his family, the rich amindars and the powerful Christian missionaries, but the fearless lion in him would not cower under the most daunting challenges.



Swami Vivekananda

Like a great messiah, Swami Vivekananda (1863-1902) emerged on the Indian and world scene preaching the eternal gospel of the Vedanta. A true disciple of the great master Ramakrishna Paramahansa, Swami Vivekananda revived the pride of his countrymen in the great heritage of his country-the greatness of Hindu religion and the catholic outlook of his people He spread the Vedanta not only in the far corners of the country, but in the West, taking America by storm with his historic Chicago address at the World l'arliament of Religions Vedante and all that Hinduism stands for became a household word with the Missions set up by him after his Master in different parts of India and the world Like his Master, he also proclaimed the essential oneness of all religions and condemned bigotry.

The Swami's heart always went out in sympathy for the poor and neglected masses. Once he said "I actually saw God in them. How guileless they are!"

Swami Vivekananda always spoke of faith "Believe first in yourself and then in God ..."



Annie Besant

Annie Besant holds a prominent position in Indian freedom movement, she was born in London in 1847. Her mother and paternal grandmother, were Trish. She joined the Theosophical Society in 1889 and came to India in 1893 to settle down and devote herself to the cause of social and educational uplift of the Indians Gradually, she came to realise that no real improvement was possible without raising the political status of India. No doubt that it was her Trish blood and Irish heart, that made her drift into the fight against British rule in India.

Her entry into Indian politics was heralded by the publication of a weekly review, The Commonacidth, on lanuary 2, 1914. That year she went to a ondoor to conduct propaganda for granting self-government to India. She also set up the Home Rule League and addressed a crowded meeting in the Queen's Hall. On her return to India, she bought a daily newspaper in Madras and renansed it New India. Her Home Rule League carried out intense campaign for self-government in India and the revival of the great Indian legacy.

### Gandhian Thought—Means And Ends

Gandbij wrote, "Means and ends are convertible terms in pry philosophy of life." While saving so, he was out the orie hand enunciating his wife in philosophy and orthe principles of the Machigosifilian idea that sada punity the events. In other second, he was raising his voice against the company code of conduct that one securit not call into quantities whether the means are good or bad if the shift size pasthable, that erm sized; counting one of victorics are justified if the end is desirable. Such a code of conduct is party the means of separation of means from ands. To Chadhiji, howevers, means and ends are increasable.

In the opinion. They say means are after all means. I would say thems see after all everything. As the means to the ends. There is no wall of separation between means and ends indeed the contex has given us control (and that no very limited) over means indicate the given us control (and that no very limited) over means indicate over the ends. Realisation of the goal is in exact proposition to that of the means. This is a proposition that scinning in no escaption. This is solve he went on as suggest. The means may be likewed to a seed, the end to a tree and there is just the same metaliable connection between the means and the ends as these is between the seed and the tree.

This amphasis on the means, however, must not be misconstrued.



our stand or the fare to

According to Gandrig, the ultimate of human life is self-resistation, which groups door according to the law of the self-resistation, which groups door according to the law of the self-resistation of the self-resistation of the self-resistation of the growth of the self-resistation of the growth of the self-resistation in the self-resistation of the growth good of the growth is at the self-resistation of the growth good of the growth is as the end for it means in its consistant in the self-resistation of the growth of the growth is good of the growth in the self-resistant in the self-res

Truth is equated with goodness. But is the means as well as it end. This is only a representation of his idea of convertibility of means as and — Affirms or non-violence is the means to achieve the end-study. All the members of society are equal—notic low, some high

The establishment of such a social under should be the sime every society and State. The prince and the peasant will see equalled by cutting off prince's head. One cunner reach truth by untruthfulness. Therefore, he predicts that only irothful, non-violent and pure hearted socialists will be able to establish a socialist. no highly that the end is with him only a secondary consideration. It is only that he insists on pushing the cart behind the house. The the faiths of the world, "but apart from edigion, our major the roble to attain noble ends. The moral law common sense indicates the necessity of observing the moral law time and again instant that with regard to assume we must take. Only by observing it, can we hope to be happy."

child marriage. It was a national and patriotic movement. It believed in the infallibility of Vedus and superiority of Veduc culture. It fought against Westernism that was having influence over Indian society. There developed two schools in the Arya Samaj popularly known as the Gurukul section and the College section. The Gurukul section stood for Vedic ideals of Brahmacharya and religious service and the College section for imbibing in due measure, modern Western culture through English education. Swami Shradhanand and Lala Lajpat Rai led the two schools, respectively. Arya Samai preached nationalism and patriotism. Its slogan was "Aryasthan for Aryans". It was described as a revolutionary movement. It became a mass movement in Punjab and other parts of North India. It did great service in spreading education both among men and women. It fought against social inequalities of women, orthodoxy and heterodoxy

### Ramakrishna Parmahansa, Swami Vivekananda and Ramakrishna Mission

Ramakrishna Parmahansa founded the Vedantic Movement. Vivekananda was his chief disciple who carried his message far and wide. He preached identity of the soul with the Supreme Being. In his opinion, God could be realised not by passive contemplation but by living a life of selfless service. Swami Vivekananda preached unity of religions. "We must," he proclaimed, "conquer the world by our spirituality and philosophy." He said: "The only condition of Indian national life, of unashamed and vigorous national life, is the conquest of the world by Indian thought." Vivekananda was hailed as 'harbinger of a new hope, the proud apostle of Indian freedom'. There is no denying the fact that the great master generated a new spirit of national dignity in the minds of the Indian masses.

Ramakrishna Mission, in the building of which Swami Vivekananda played a significant role, stood for religious and social reform and derived its inspiration from India's ancient culture. The Mission's branches were set up in different parts of India and the world and, true to the philosophy of the Master, the Mission stood for the unity of religions while promoting universal love and human brotherhood. The Mission and its Swamijis reminded the people of their great spiritual heritage India's pride of place in the comity of nations and was a pioneer in selfless social

### Annie Besant and Theosophical Society

The theosophical movement was an international movement. It, however, concentrated on rediscovery and rehabilitation of what was great and glorious in the Indian culture. Col. Olcott, one of the founders of the society, undertook a tour of South India and in his speeches exhorted the Hindus to revive their ancient splendid 'Hinduism,' and fight against its degeneration. Dr. Annie Besant not only spread the religious message of the society but led a big political movement in the form of 'Home Rule' Movement. Sir V. Chin says, "The advent of the Theosophist headed by Madame Blavatski, Col. Olco and Annie Besant gave a fresh impetus t the revival, and certainly no Hindu has donso much to organise and consolidate th movement as Annie Besant, who in he Central Hindu College at Benares and he Theosophical Institute at Advar nea Madras, has openly proclaimed th superiority of the whole Hindu system t the vaunted civilisation of the West."

These and such other movements gava new turn to the political life of Ind., While these movements fought againsocial evils and religious orthodoxy, the preached high patriotism and nationalism They created a new zeal for freedom c the country and for cleansing the India society of the evils that were eating into i vitals. Pattabhi Sitaramayya sums up th role of these movements in the followin words:

"All these movements were really s many threads in the strand of India nationalism and the nation's duty was t evolve a synthesis, so as to be able to dispprejudice and superstition, to renovate an purify the old faith and reconciliate wil the nationalism of the new age. The India National Congress was destined to fulfil th great mission."

It can, therefore, be safely conclude that the leaders of reform movements India played the same role which we played by the Renaissance Movemer in Europe and the revival of faith i humanism.

# **Avoid Finding Faults**

A leader should make his men want him. He should make his people accept him freely, willingly and eagerly. He should also be able to influence their thinking, shape their ideas and direct their actions to achieve the selected common and worthy objective. After considering the essential pre-requisites for leadership, we have been examining the important factors which enable an individual to effectively influence others and win them over to his or her side. In this article we are proceeding further to consider some more such relevant factors.

An aspiring leader should, as a rule, avoid finding fault with others. He should never categorically and dogmatically declare that another individual is wrong. Generally, one delights in finding faults with others, blaming others and catching others in the wrong. But one should remember that right and wrong are, in most cases, a relative concept. One can and often views his actions subjectively and justifies them as right and proper through a curious process of reasoning which suits the occasion. Therefore, when you are out to prove another person wrong, you start with a serious handicap. You can let in all the evidence, quote all the books, produce witnesses and establish your point all right. But in spite of all that you would not have convinced the other individual that he or she was in the wrong or did the wrong thing. Since you have failed to convince the individual, you also cannot influence the

On the other hand, in your eagerness to prove him wrong, you will only earn his enmity and hatred. His ego will be hurt. He will defend himself at any cost and will be more determined than ever to persist with whatever he has been doing. He will prove to be very obstinate and difficult. It is extremely rare, may be one in a million, who is likely to agree with you and admit that he was wrong and you are right. Since you are striking a deadly blow at his self-respect, pride, intelligence and judgement, he will protest and oppose you tooth and nail. You may be right-and dead right at that. You may be hundred per cent correct. You may be cleverer and smarter than the other person. But never try to prove it to him. Never challenge him. Never hurt his selfesteem and pride. You can never influence others by proving them to be in the wrong. "Be wiser than other people, if you can; but do not tell them so." Lord Chesterfield idvised his son. This advice holds good to you and to me, if we aspire for leadership and recognition.

Does this mean that we should never point out the mistakes of others to them, correct them when they are definitely in the wrong and save them from their own follies?

# IMPROVE YOUR PERSONALITY

Certainly not. You must definitely cry a halt and put a stop when an individual is doing the wrong thing and is rushing headlong on the road to his ruin. But make sure that you would be able to stop him and make him proceed on the right road. Your action should not force him run at double the speed on the same road to ruin and damnation. You don't have to prove him that he has been wrong. It is enough if you could help him, to discover for himself, that he has not been on the right lines and it would be better to change his course to get what he wants. In other words, you must motivate him to change on his own, voluntarily and willinely.

You are interested that he should not persist with the wrong. For this you don't have to prove him that he has been in the wrong. Do not attempt to convince him of his mistakes. Instead be tactful, judicious and help him to make the discovery himself. Instead of declaring that the other party is in the wrong, start by saying that you might be in the wrong and, therefore, you would like to examine the facts with his help. Such statements like, "I feel I might be in the wrong." "I am frequently mistaken." "If I am in the wrong, I would like to be put right." "Can we, therefore, examine the facts?" These will put the opponent in a friendly, positive and cooperative mood. More often than not, he will confess that he himself has his own doubts.

Scientists never attempt to prove anything, they only attempt to find out the facts. You can, therefore, suggest the scientific approach to the problem and anyone is likely to agree. Your admission that you could be in the wrong will stop all arguments and controversies. The opponent's ego will be satisfied. You lose nothing since you know only too well that you are hundred per cent right. You should not antagonise the other person. You should not make him feel small and let down. You should not hurt his ego or vanity or selfesteem. Where one's ego is involved, logic and reasoning will have no appeal. You should, therefore, be practical and sensible.

Basically, ali of us are averse to change. Our ideas, beliefs, customs and values are very sacred to us and we cling to them with surprising zeal and fanaticism. Changes have to be brought about gradually and naturally. Instead of forcing one to change, we must help to change voluntarily and gradually. In this context, the observations of Professor Robinson, an eminent psychologist, merit serious consideration. He

says: "We sometimes find ourselves changing our minds without any resistance or heavy emotion but if we are told we are wrong, we resent the imputation and harden our hearts. We are incredibly heedless in the formation of our beliefs, but find ourselves filled with an illicit passion for them when anyone proposes to rob us of their companionship. It is obviously not the ideas themselves that are dear to us, but our selfesteem which is threatened. The little word 'my' is the most important one in human affairs, and properly to reckon with it is the beginning of wisdom. It has the same force whether it is 'my' dinner, 'my' dog, and 'my' house, or 'my' father, 'my' country and 'my' God. We not only resent the imputation that our watch is wrong, or our cab shabby, but that our conception of the canals of Mars, of the pronunciation of 'Epictetus', of the medicinal value of salicin, or of the date of Sargon I is subject to revision. We like to continue to believe that we have been accustomed to accept as true, and the resentment aroused when doubt is cast upon any of our assumptions leads us to seek every manner of excuse for clinging to it. The result is that most of our so-called reasoning consists in finding arguments for going on believing as we already do."

Let us, therefore, avoid finding faults and let us not rush to prove others wrong. But if at all we have to do it, for a valid and worthwhile reason, then let us do it in a diplomatic, gentle, tactful and indirect manner. The leader has but one aim—to win over others to his way of thinking. He should see that all his words and deeds invariably contribute to this primary objective. If they do he is bound to WIN.

Benjamin Franklin has been one of the famous personalities and leaders of men in America. In his autobiography, he explains how he gave up the habit of fault-finding and thus became exceptionally successful in the art of influencing and motivating people. This is what he writes: "I made it a rule to forbear all direct contradictions to the sentiments of others, and all positive assortions of my own. I even forbade myself the use of every word or expression in the language that imparted a fixed opinion, such as 'certainly', 'undoubtedly', etc., and I adopted, instead of them, 'I conceive', 'I apprehend', or 'I imagine' a thing to be so and so or 'it so appears to me at present'. When another asserted something that I thought an error, I denied myself the pleasure of contradicting him abruptly, and of showing immediately some absurdity in his proposition; and in answering I began by observing that in certain cases or circumstances his opinion would be right, but in the present case there appeared or seemed to me some difference, etc. I soon

# Who...What...When...Where...Why

You Ask The Question — We Will Find The Answer

• What are the Seven Wonders of the World, and where are they? -C. Ramakrishnan, Srivilliputtur (Tamil Nadu)

What are generally known as the Seven Wonders of the World are the seven greatest structures of the ancient world, as listed by Greek scholars. The oldest wonder (and the only survivor) are the Pyramids of Fgypt; the others were the Hanging Gardens of Babylon; the 30ft statue of Zeus at Olympia; the great temple of Artemis at Ephesus; the Mausoleum at Halicarnassus; the Colossus of Rhodes; and the Pharos of Alexandria.

What is a White Paper?

-Amit Joshi, Barcilly (Uttar Pradesh) White Paper is a government publication on a particular issue for the information of the Members of Parliament.

• When was the ICS started?

---Sanjay Barik, Allahabad (Uttar Pradesh) The assumption of direct administration of India by the Crown

following the Great Revolt of 1857, necessitated the creation of what came to be called Indian Civil Service (ICS) competition for entry into the ICS was open to all natural-born subjects of Her Majesty, whether European or Indian. The maximum age for admission was at first 23, lowered in 1859 to 22, and the selected candidates were to remain on probation in England for a year. In 1870 an Act was passed authorising the appointment of Indians to the higher offices without any examination, but the effect to this legislation was given only in 1879. The rules provided that "a proportion not exceeding onesixth of the total covenanted Civil Servants in any year should be natives selected in India". The British later introduced simultaneous examinations in both India and England.

After Independence ICS was renamed as IAS (Indian Administrative Service).

What is Pyrrhic victory? -Drepak Singha, Hailakandi

Pyrrhic victory is a victory won

at too great a cost to be of use to the victor. The expression alludes to the costly victory won by Pyrrhus, King of Epirus, at Asculum in 279 BC ('One more such victory and we are lost.'). Pyrrhus lost all his best officers and many

men in the battle.

What is Territorial Army?

-P. Narendra, Nagpur (Maharashtra) Raised in 1949, the Territorial Army is a voluntary part-time civilian force which has played a useful role in the defence of the country. The TA consists of departmental and non-departmental TA units. The departmental TA units are raised from amongst the employees of government departments and PSUs. There are at present 27 departmental and 25 non-departmental TA units. TA has assisted the Army in tackling terrorism in J & K, Punjab and other States. The five ecological battalions of TA called Eco-Task Forces have done excellent environmental upgradation work in Raja: than, Madhya Pradesh, Uttar Pradesh and Jammu & Kashmir. Which is the smallest State in India?

-G.S. Bina, Thiruvananthapuram (Kerala) Goa, with an area of 3,702 sq km, is the smallest State in India, while Sikkim, with an area of 7,096 sq km, is the second smallest State. Since the population of Goa (11,69, 793) is higher than that of Sikkim (4,06,457), Goa is represented by two Lok Sabha MPs and Sikkim by one. While the most populous State of Uttar Pradesh has 16.44 per cent of the Indian population, Goa and Sikkim have only 0.14 and 0.05 per cent of the population respectively.

• What is the meaning of 'Ashes' in the cricket world?

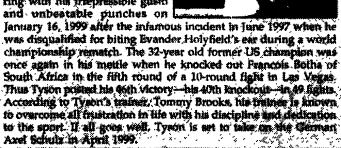
-Pragayebhai Khuman, Amreli (Gujarat) The term, 'Ashes' pertains to the mythical prize contended for in the cricket Test matches between England and Australia. When England was beaten at the Oval in 1882 a mock obituary of English cricket appeared in the Sporting Times. The ashes of a burnt cricket stump were subsequently placed in an urn and given to the English team when it next won.

 Which aportaperson has been able to make the highest earnings in a year?

- S.M. Kulkarni, Pune (Maharushtra) According to the Guinners Book of Records 1999, the internationally famous boxer Mike Tyson earned a record \$75 million from three fights in 1996 alone ! This controversial athlete thus entered sports history records by making more money in a year than any other athlete. In 1986, Tyson had become the youngest boxing heavyweight world champion of all time when he beat fellow

US boxer Trevor Berbick to win the WBC version in Las Vegas, Nevada at the age of 20 years 144 days. He added the WBR title to his achievements with his victory over James "Bonecrusher" Smith on March 7, 1987, at the age of 20 years 249 days, and he became undisputed champion on August 2, 1987, when he beat Tony Tucker (US) for the IBP title.

Mike Tyson was back in the ring with his prepressible gusto



• How can an owl see at night? -S. Sanjeev Kumar, Rourkela (Orissa)

Owl is a nocturnal animal. The eyeballs of the owl are elastic. The owl can focus them instantly for any distance. It can also open the pupil of its eyes very wide. This enables it to make use of all the night light available. The owl's eyes are so placed that it has to turn its whole head to change the direction of its glance.

• Which is the top-selling news magazine in the world?

—Amarinder Singh, Bhatinda (Punjab)

According to the Guinness Book of Records 1999, the wellknown American magazine, TIME, launched in 1923, is the top-selling magazine with a worldwide weekly circulation of 4.15 million.

Which is the largest marsupial? -Abdul Latif, Gwalior (Madhya Pradesh)

The male red kangaroo of Australia is the largest marsupial with a height of 5 ft 11 inches and a length of 9 ft 4 inches. (including the tail).

• What is fog? What is the difference between fog and mist? —B.M. Srivastava, Purulia (West Bengal)

Fog pertains to a dense mass of small water drops with smoke or dust particles in the lower layers of the atmosphere. The phenomenon is termed fog only when the obscurity is such that objects at a distance of one kilometre from the observer have become invisible. The fog is most dense shortly after sunrise, and often disperses before the afternoon. What is called smog is a mixture of fog and atmospheric pollution. When the visibility is less than 2,000 m, but exceeds 1,000 m, the phenomenon is known as mist.

• What is meant by the term 'conscientious objector'? -M. Vasudevan, Bangalore (Karnataka)

The expression 'conscientious objector' pertains to a person who refuses to bear arms and opposes military training or service. Those who oppose drafting into military service raise their objections on grounds of conscience, according to their religious, political or philosophical beliefs. There is evidence to show that such conscientious objectors have been persecuted at various periods in history.

CSR SPECIAL

## Interviews: How To Succeed

- Judy Skeats

All of an hann to undergo the process of interpletus before sur land a job. Competition Success Review is placed to sensitive to the readers judy Stratus celebrated international best-seller. How To Success In marrians from this sense to acquired you with interview Behaviors, Assertion Skills, Psychological Parts will bedy Language — essential justures for success in any success or personality test.

### **INTRODUCTION**

As no interviews are completely predictable, there is no magic formula which you can follow. However, although a few companies interview everyone who applies for a job, this is not common. Usually if you have got as far as the interview you have already beaten a lot of the opposition.

Even experienced interviewers sometimes make mistakes. However, if you plan and prepare carefully, you will be far more likely not to be caught out by awkward questions and therefore you will feel that you have 'got' right'. This planning can, and often does, mean the difference between being offered the job and receiving the familiar 'we regret that we cannot offer you the post on this occasion' letter. The information given in this book is designed to help all job seckers, including school or college leavers, those who have been out of work for a while or have been made redundant, employees seeking promotion, or others about to change their jobs. It is intended for the guidance of the lay reader rather than the personnel professional. Its aim is to help you to analyse yourself and to put the best, most relevant interpretation torward for each job. It shows you how to prepare, what sort of information you should be collecting, and gives many basic pointers on conduct in the interview itself. Although most of this book is devoted to the sort of interviews you will face if you are searching for a job (known as selection interviews), there is also a section on other kinds of interviews which you may encounter. This includes how to deal with your bank manager, doctor and the media, etc., and the importance of knowing what you want before you meet them. Many of the principles are similar, but there are also subtle differences and some specific points that you will need to be aware of. Another chapter deals with assertion skills-these are important and will help enormously in all sorts of different encounters. They will also help you to notice if your body language is saying something different from your speech.

Interviews are really only face-to-face situations with other people, and should not be daunting provided you know the principles behind the process and some of the reasons why certain questions will be asked of you. Once you have understood this, some of the uncertainty can be removed, along with the feeling of dread too, hopefully!

Throughout the book, the importance of

practice and role-play is stressed. Role-play involves practising the situation as if it is real. Although this might sound ineffective, it is in fact a very useful way to improve your technique. Role-play is used a lot by trainers precisely because it is so effective. The situation becomes 'real' as you concentrate and become involved.

Interviews tend to be 'one-off' situations. Without checking what you sound like and having the chance to gain feedback from friends about what you are saying, it is very easy to give the wrong impression or be misunderstood. If you have practised what you are going to say first (with some flexibility—nobody wants to listen to you recite answers parrot-fashion), you have the chance to correct and modify and to learn methods of calming your nerves. The old adage is true, preparation will give you confidence.

All interviews are good practice, and time well spent. The interviewer will want you to do well, to walk through the door as the answer to his/her prayers, but it is up to you to ensure that your best qualities do not go unnoticed. You must be active rather than passive. You too can alter the course of the interview, provided that you do this with tact and don't wander completely off the subject. The interviewer doesn't want to spend the time in idle chat, but you should bring in relevant information if there is a danger that it would otherwise be missed. Many people go away from an interview with an uneasy feeling that it was an opportunity missed and thinking, 'I wish I had been asked about x.' It is up to you to take the initiative, be positive and show yourself in the best light. If that sounds terrifying to you, don't worry. This is where the chapter on Assertion Skills will help. Coupled with practice beforehand, these skills can increase your confidence and help you feel more self-assured. It is essential that you don't feel too silly to try: if you are going to show yourself in the best light during the interview, you must feel able to relax enough to listen to what you are being asked, rather than sitting frozen into the chair wondering if the interviewer has noticed your enormous feet or whatever your particular hang-up is. Being completely submissive, without giving your own input, will be seen as a sign of weakness and lack of personality. Your own fear will also block your ability to listen properly to the questions, and the interviewer will notice if you are answering a different question.

On the subject of personality, the golden rule is don't put on an act. The interview is

important and you do have to sell yourself, but if you act instead of staying natural you run the risk that this will be detected (especially in long interviews where you have more time for the real 'you' to slip through). Acting also uses up your concentration and you may find that because your thoughts were all centred on keeping up the false impressions, you did not notice something special in the interview and as a result you. land up with a job that you do not want. Be positive about yourself though; a thorough knowledge of your plus points is important. You should apply for a job to which you are suited and he ready to have positive answers when questioned about your weaknesses.

This book assumes that you have already prepared a good CV or obtained guidance about application forms, etc. If you haven't already done so, go back to that stage and tackle those things first. In order to get as far as the interview, you should reply to the advertisement in the way requested. The pattern of the interview may well be determined by something you have said in your original application—if you do not get this right, it may blight your interview, if you have been lucky enough to get one.

The interview gives both you and the interviewer an opportunity to assess each other. It is a two-way process—you must decide whether the job is what you want and has not been over-sold or under-sold, and the interviewer has to decide whether you can perform the required tasks and have the motivation to do so.

There are of course times when, despite the best preparation, you fail to be offered the job. There may be a dozen reasons for this—there may have been better candidates or it might have been just bad luck. This book will explore the follow-up, analysing how you did' and getting feedback on your interview style. Most importantly you must keep trying—if you don't give in to the negative feelings, your work, effort and preparation should pay off in the end. For those of you who were successful, feedback can still be important, and a few details about the facts you need to check before you accept the job are also given.

If you are unable to keep the appointment for the interview, you have an obligation to inform the organisation or interviewer as soon as possible. Just as it is unfair of them to keep you waiting, so it is unfair of you to upset their timetables when a simple telephone call could

save a lot of time and trouble.

## PREPARING FOR THE INTERVIEW

What are you going to be interviewed for? It is essential that you understand the advertisement (if the job has been advertised) or that you are really clear in your own mind what the job entails if you have heard about it by other means. If you have written a speculative letter and been invited to an interview, check to see if the company has a specific job in mind for you and if so, do your homework on what that entails. If there is no specific job, do more homework and be ready to be flexible!

Read between the lines in advertisements -think about the job from the employer's perspective. Look at where the advertisement is (which newspaper or journal) and think about what this savs about the job and the firm. Is that where the organisation would have to advertise that job to get any response? Or have they chosen unusual media? Does it indicate a prestige job in the organisation? Is it likely that you will face stiff competition because it will be very widely read? Look also at how the company describes itself, the style of the advertisement and whether it has been placed by an agency. The latter might indicate that they are expecting a huge response, or want applicants screened by someone else first to save them time, etc. Consider the cost implications of the organisation's recruitment too: advertising costs in national newspapers are very high and agencies' charges often start at around 15 per cent of the annual salary. If the organisation has spent a lot, it is because they think that the successful candidate will be worth it

Judge the employer on the recruitment policies. Advertisements should state clearly how you are expected to reply and good employers will acknowledge your application if it is to be a while before they are able to invite you for interview or let you know the outcome. With a good employer, the recruitment process should go smoothly.

Organisations spend a lot of time and money on getting their image right. Look at the advertisement to see if you can work out what they are trying to project. Do they have an image that looks large and formal or small and entrepreneurial, smooth and professional, rapidly expanding or undergoing some kind of change, etc. 7 If the advertisement has a box number, consider why the company does not want its name published. Look at evidence of the organisational philosophy in equal opportunities statements and such like. Think about the organisation's size and its main products or services. You will need to consider all these factors and decide what kind of organisation you would like to work for and will feel happiest in. If you do not have a choice but must pursue this avenue anyway, be aware of your preferences so that even if you would rather work elsewhere, you can ensure that this does not come across. It it is obvious that you won't fit, this will be seen as a major weakness.

Once you have analysed the kind of organisation you would like to work for, see if it matches with the image in the

advertisement. Then look at the demands of the job itself-again you may have to read between the lines to see what the company is looking for but may not be specifically requesting. How is the job described? Is that really what you want? Look at exactly what the job demands and what other things are implied (a willingness to travel, etc., may not be explicitly stated but will be apparent to all who work in the industry, or just by thinking about what the job really involves). Have you got the right qualifications and experience? Are you overqualified? Will training be given? There may be qualifications or experience which are essential, or you may be able to make a case for lack of qualifications being balanced by relevant work experience or vice versa.

Employers often list all the criteria they expect in an ideal applicant, and it is up to you to assess what is essential or desirable. Don't necessarily assume that the attributes you have are more important (of course you see that logic!). Try to see it from the employers' side and remember that they will need a good case to convince them. Realistically, it an employer asks for language qualifications and you do not have these but can speak the relevant languages fluently, this will probably be acceptable, though you may have to prove your expertise so don't bluft! There are other commonly acceptable alternatives too, for example, speedwriting instead of shorthand, etc. To enable you to assess whether it is worth you applying, always think back to why you consider the employer has asked for each item. Note that if good communication skills are required, your application and interview style will have to be good!

Consider whether you would be working alone or as part of a team (small or large) and look at the job title too as this will often reveal a lot about the organisation's hierarchy and priorities. Does the advertisement mention any personal qualities? You will need to consider all these aspects before considering salary, 'fringe benefits', promotion prospects, etc.

There are many ways that employers avoid stating the exact salary in the advertisement, using phrases such as 'the right salary for the right person', 'salary commensurate with age and experience', etc., or there may be nothing mentioned. This allows them a degree of flexibility and may mean that they will pay as little as possible, or that you can ask for more, or both. Beware of advertisements which say 'up to' or 'top consultants earned', etc., as the earning potential for new employees may be considerably less. Increasingly, employers refer to a 'good remuneration package', which includes basic salary, any bonus payments, pension and other so-called fringe benefits. The latter includes non-money items, such as company cars, medical or life insurance, etc.

Once you have decided to apply for the post, find out all you can about the organisation and make the application. You may need to obtain guidance on this, so ask for help or use a good book if necessary. Getting it right at this stage may mean the difference between being invited for an interview and an immediate rejection. Keep

a copy of the original advertisement and your application so that you can refresh your memory before you go to the interview. If you are making a lot of different applications, it's no good forgetting what you told each company—the interview could go badly wrong if you appear to have no idea what you said before or are hazy about the jobs you have done or the dates. You can't afford to be inefficient just when you need to impress.

It really is important to gather all the information you can on the company before you get to an interview. Ask other people you know in the same industry about the job and about what they know of the firm's competitors. A trade journal may give you added information about this, and some of the gossip, too. Provided that you are not desperate for the job, you need to make an informed choice about whether you wish to work there (the choices are not all on the interviewer's side). If you are desperate for the job, you will need to learn all you can about the place and not show how acutely you want the job. However unfair it may seem, desperation spells stress to interviewers and that in turn spells mability to cope with

If you are to apply for the right job, you will need to have worked out your strengths, weaknesses and requirements in advance of making the application. Strengths and weaknesses should be assessed in the light of the demands of your chosen job or career. If you haven't thought this through and you really are not qualified or experienced enough for the posts you apply for, your morale will crash with the subsequent rejection letters. You must establish a thorough knowledge of your plus points in relation to each company, particularly if they are either rare or essential to the job. You must consider your potential weaknesses too. The prospective employer is sure to spot them and it can be devastating for your confidence if the weaknesses you were trying not to admit to yourself are paraded in front of your during an interview. Be realistic-nobody expects paragons (they'd be terrified of them!), but balance is essential. There may be ways that you can show your weaknesses in a positive light, so do this as long as you won't seem too clever or arrogant.

If you find applying for the right job hard find a good book on careers. Make sure that you know what different jobs entail Work out what your ideal job is in terms of the tasks within the job, the size and nature of the company and the working style, etc. You can discover your own skills by simple exercises in careers books. As a beginning think of all the skills that you have and write them down. Consider when you actually used those skills: if it was a long time ago perhaps you are deceiving yourself. If you need something to focus your mind, think about situations where you achieved something or excelled. What sort of skills did you display then? List them even if you think that you are not normally good at those things-you obviously were on that occasion

A lot of people underestimate their skills Be aware of this, but if nobody has ever called you modest, bear that in mind!

(To be continued

## **Expected Questions**

# Objective General Knowledge

Madan Lai

Former Secretary, Staff Selection Commission, Government of India

es Sucreture of the Soft ettin Communication of Standard was the December of Standard entire scheme of Standard within the the competitive ententials. For the benefit of ententials, it has compliced and of Especial Quartonic splick are filely to be usked in various competitive examinations. Poers month, we publish expected questions from different disciplines to squip pur readers with the material to bring them



The paper on General Knowledge or General Awareness or General Studies plays a proptal role in the competitive examinations conducted by various boards for recruitment to public services. As the readers are, no doubt, aware, this feature has very extensive coverage of subjects. It covers Everyday Science, History, Economics, Geography, Political Science, Civics, Life Sciences, Current National and International Affairs/Events, Constitution of India, Indian National Movement, and so on.

For the present issue, I have drawn up a test battery of 100 questions on the "India--From stagnation and poverty to Growth and prosperity-Facts, Efforts and Achievements". As an aid to proper and systematic preparation, the readers are advised to answer this test paper in one hour and then make a selfassessment of their performance with reference to the answers printed at the end of this feature. The following grades will help the readers for self-assessment:

- (i) Less than 30 per cent score-Poor
- (ii) 31 to 50 per cent score -- Fair
- (iii) 51 to 65 per cent score-Good
- (iv) 66 to 80 per cent score—Very Good

(v) Above 80 per cent score-Excellent

The aim of the readers should be to achieve a score of not less than 60 per cent.

In the next issue, a test battery of 100 questions on "Science-Botany and Zoology" will be drawn

## India—From Stagnation and Poverty to Growth and Prosperity—Facts, Efforts and Achievements

#### Commerce and Trade

- Q. 1. For administration of the cent per cent export-oriented units, export processing zones have been created, each under the charge of a Development Commissioner. The number of such zones at present is
  - (d) 8 (b) 6 (c) 7
- Q. 2. During 1997-98, India's foreign trade deficit was of the order of nearly
  - (a) Rs. 25,268 crore (b) Rs. 19,686 crore
  - (c) Rs. 23,809 crore (d) Rs. 20,639 croze
- Q. 3. Of the total value of India's foreign trade in 1997-98, the value of imports was
  - (a) 35% (b) 43% (c) 55% (d) 58%
- Q. 4. In terms of value of exports, which of the following commodities earned for India the highest amount in 1997-98?
  - (a) Textiles
  - (b) Gems and Jewellery
  - (c) Engineering Goods
  - (d) Chemicals
- Q. 5. Which of the following countries at present holds the second position in our foreign trade?
  - (a) USA (b) Japan (c) Russia (d) UK
- Q. 6. At which of the following places in India is export processing zone not situated?
  - (a) Visakhapatnam (b) Faridabad

    - (d) Chennai

- Q. 7. India's imports from South Asian countries represents only ..... per cent of our global imports.
- (a) 2% (c) 0.25% (d) 0.75% (h) 5%
- Q. 8. Exports from Export Oriented Units (EOUs) and Export Promotion Zones during
  - (a) Rs. 16.610 crore (b) Rs 15,310 crore
  - (c) Rs. 14,320 crore (d) Rs. 17,425 crore
- Q. 9. What was the envisaged annual export growth in volume terms in percentage in the Eighth Five-Year Plan?
  - (a) 16.8% (b) 15.14% (c) 13.6% (d) 8.4%
- Q. 10. What was the target (rupees in crores) set for exports of agro-based industries at the end of the Eighth Plan?
  - (a) Rs. 6000 (c) Rs. 10500
- (b) Rs. 8000 (d) Rs. 12000

#### **Planning**

- Q. 11. Which one of the following Five-Year Plans recognised human development as the core of all developmental efforts?
  - (a) Eighth (b) Seventh (c) Fifth (d) Third
- Q. 12. The largest source of financing the public sector outlay of the Eighth Five-Year Plan came from
  - (a) deficit financing
  - (b) government borrowings
  - (c) balance from current revenue
  - (d) contribution of public enterprises
  - Q. 13. Which of the following is true?
  - (a) Physical and financial plannings are complementary

- (b) Physical and financial plannings are equally important
- (c) Financial planning is more important than physical planning
- (d) Physical planning is more important than financial planning
- Q. 14. A major shift in the Eighth Five-Year Plan from its preceding ones was
  - (a) the significant reduction in public sector outlays
  - (b) the concentration of public investment in infrastructural sectors
  - (c) major investment in agriculture with a view to promote exports
  - (d) major investment in sectors in which industrial sickness has been a chronic
- Q. 15. The principal reason why national economic planning is still being pursued in spite of embracing a market economy since 1991 is that
  - (a) it is a Constitutional requirement
  - (b) the vast quantity of capital already deployed in the public sector needs to be nurtured
  - (c) five-year plans can continue to provide a long-term perspective to the economy in market-friendly fashions
  - (d) the market economy is mainly confined to industry and commerce, and central planning in agriculture is necessary

- Q. 16. The basic difference between imperative and indicative planning is that
  - (a) in case of the imperative planning the market mechanism is entirely replaced by a command hierarchy, while in the case of indicative planning it is looked upon as a way to improve the functioning of the market system
  - (b) in the case of indicative planning there is no need to nationalise any industry
  - (c) it is easier to achieve targets in imperative type of planning
  - (d) in the case of imperative planning all economic activities belong to public sector, while in the other type they belong to the private sector
- Q. 17. What is the correct duration of Ninth Five-Year Plan?
  - (a) 1997-2002
- (b) 1992-1997
- (c) 1992-1996
- (d) 1993-1998
- Q. 18. Who finally approves the draft Five-Year Plans?
  - (a) Planning Commission
  - (b) President
  - (c) National Development Council
  - (d) Parliament and State Legislatures
- Q. 19. The major emphasis in the Ninth Plan is on
  - (a) Adult Education
  - (b) Green Revolution
  - (c) Priority to Agriculture and Rural Development
  - (d) Industriai Development
- Q. 20. The total plan development outlay (rupees in crores) in the Eighth Plan was approximately
  - (a) 486,000
- (b) 798,000
- (d) 627,600 (c) 521,600
- Q. 21. The objective of the Eighth Five-Year Plan was the
  - (a) generation of adequate employment to achieve near full employment level by the turn of the century
  - (b) containment of population growth
  - (c) universalisation of elementary education
  - (d) All of the above
- Q. 22. Self-reliance as an object of planning was emphasised first in the
- (a) Second Plan
- (b) Third Plan
- (c) Fourth Plan
- (d) Fifth Plan
- Q. 23. In which of the Plans, India's growth of agriculture production was negative?
  - (a) Second (b) Third (c) Fourth (d) Fifth
- Q. 24. In most of our Five Year Plans the capital output ratio has turned out to be
  - (a) the same as estimated
  - (b) lower than estimated
  - (c) higher than estimated
  - (d) nothing can be said firmly

#### Transport

- Q. 25. Which of the following statements about the Indian Railways is correct?
  - (a) It is the largest rail system in the world under a single management.
  - (b) It is the second largest rail system in Asia.

- (c) It is the third largest rail system in the world.
- (d) It is the second largest rail system in the world under a single management.
- Q. 26. Which of the following statements about the total goods traffic (in terms of gross tonne km) carried by the Indian Railways is correct?
  - (a) Steam and electric locomotives together haul about 50% of traffic.
  - (b) Diesel and electric locomotives together haul about 95% of traffic.
  - (c) Steam locomotives alone haul about 40% of traffic.
  - (d) Steam and diesel locomotives haul about 60% of traffic.
- Q. 27. The Konkan Railway Corporation Limited was set up for the construction of a broad gauge line from
  - (a) Roha to Mangalore
  - (b) Manmad to Coimbatore
  - (c) Kolhapur to Quilon
  - (d) Panaji to Kozhikode
- Q. 28. The principal mode of transport of goods freight in the country is
  - (a) by air
  - (b) by rail (c) by road (d) by inland waterways
- Q. 29. The Indian Railways have a route kilometrage of nearly
  - (a) 58,300 (b) 62,211 (c) 62,500 (d) 65,206
- Q. 30. The Indian Railways now carry goods freight of nearly in lakh tonnes?
- (a) 2,243 (b) 4,342 (c) 5,600 (d) 11,000
- Q. 31. The Shatabdi Express train runs between
  - (a) New Delhi and Bhopal
  - (b) New Delhi and Lucknow
  - (c) New Delhi and Kalka
  - (d) All of the above
- Q. 32. What is the number of passengers carried annually by the Indian Railways?
  - (a) 35,000 million
- (b) 5,600 million
- (c) 11,000 million (d) 13,000 million Q. 33. Which of the following is not an undertaking under the administrative control of the Ministry of Railways?
  - (a) Container Corporation of India Ltd.
  - (b) Konkan Railway Corporation Limited
  - (c) Indian Railways Construction Company Limited
  - (d) Diesel Locomotive Works, Varanasi
- Q. 34. Approximately what per cent of total track kilometre is electrified for the Indian Railways?
  - (a) 18.14 (b) 29.0 (c) 26.28 (d) 30.12
- Q. 35. Which one of the following Railway Zones has the maximum route kilometrage in India?
  - (a) Southern
- (b) Central
- (c) Northern (d) Eastern
- Q. 36. Which of the following places does not have a Railway Production Unit?
  - (a) Bhopal
- (b) Kapurthala
- (c) Perambur
- (d) Hyderabad
- Q. 37. The Government of India established a fund, called Solatium Fund in 1982 for payment of compensation
  - (a) for goods lost/damaged in rail accidents
  - (b) to the victims of rail accidents
  - (c) to the victims of air accidents
  - (d) to the victims of hit-and-run cases

- Q. 38. An outlay of what amount was approved in the Eighth Five-Year Plan for the development of roads in India?
  - (a) Rs. 10,510 crore (b) Rs. 12, 210 crore
  - (c) Rs. 13,210 crore (d) Rs. 15,260 crore
- Q. 39. India's total operative shipping tonnage is nearly
  - (a) 4,508 MGRT (b) 5590 MGRT
  - (d) 7256 MGRT (c) 6843 MGRT
- Q. 40. The number of major and mediumsize ship-building yards in India, which are Government undertakings, is respectively
  - (a) 4 & 3 (b) 5 & 4 (c) 4 & 5 (d) 6 & 5
- Q. 41. Which of the following shipbuilding yards builds the largest sizes of vessels (DWT)?
  - (a) Bombay Docks
  - (b) Cochin Ship Building Yard
  - (c) Garden Reach Workshop, Calcutta
  - (d) Hindustan Ship Building Yard, Visakhapatnam
  - Q. 42. India's eleventh major seaport
  - (a) New Mangalore (b) Nhava Sheva
    - (d) Cochin
- Q. 43. Which of the fellowing companies owns the largest fleet of ships in India (GRT)?
  - (a) Great Eastern Shipping Co.
  - (b) Scindia Steam Navigation Company
  - (c) Essar Shipping Ltd.
  - (d) Shipping Corporation of India
- Q. 44. Of the total Indian shipping tonnage (GRT), the Shipping Corporation of India owns about
  - (a) 35.5% (b) 45.6% (c) 49 0% (d) 55.0%
- Q. 45. National Ship Design and Research Cantre, a premier national institution, is
  - (a) Cochin

located at

- (b) Visakhapatnam
- (c) Calcutta
- (d) Kandla
- Q. 46. In India, the length of major rivers navigable by mechanised crafts is approximately
  - (a) 3,700 (b) 2,000 (c) 4,300 (d) 3,000
- Q. 47. The riverine port handling diversified commodities in India is
  - (a) Paradip
- (b) Kandla
- (c) Mangalore (d) Calcutta
- Q. 48. How many major ports are located along the 7516.6 km long coastline of India?
- (a) 5 (b) 11 (c) 20 (d) 35 Q. 49. Including the neighbouring countries, India has bilateral air services
- agreement with how many countries? (c) 71
  - (a) 56 (b) 65 Q. 50. Air travel services by Indian
- Airlines is not provided to
  - (a) Oman (c) Thailand
- (b) Kuwait

(d) 80

(d) 71

- (d) Myanmar Q. 51. Including the neighbouring countries, the number of destinations covered by Indian Airlines is
  - (a) 56 (b) 32
- (c) 66

#### Energy

Q. 52. The target for power generation during 1997-98 was fixed at (billion units) (a) 251.3 (b) 271.3 (c) 429.0 (d) 366.3

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Q. 33. As against barely 10 per cent in the developed countries, the transmission and distribution losses in India involving an annual	
revenue loss of Rs. 500 crore are	CORRESPONDENCE COURSES
(a) 15.3% (b) 25% (c) 21.3% (d) 20% 54. In how many States have Electricity Boards been set up so far?	CORRESPONDENCE COURSES
(a) 24 (b) 22 (c) 21 (d) 18	
55. The ONGC has established a number of research institutes.  Which of the following two institutes are lessed at Debra Para?	
Which of the following two institutes are located at Dehra Dun?  (a) Institute of Drilling Technology and K.D. Malaviya Institute	
of Petroleum Exploration	
(b) Institute of Reservoir Studies and Institute of Drilling Technology	
(d) K.D. Malaviya Institute of Petroleum Exploration and Institute	
of Reservoir Studies	
Q. 56. The highest transmission voltage in the country at present is (a) 220 kv (b) 320 kv (c) 400 kv (d) 450 kv	
Q. 57. When were the two power generation corporations, namely,	ACTED TIME
National Thermal Power Corporation and National Hydro-electric	
Power Corporation, created? (a) 1974 and 1975 respectively (b) Both in 1975	NOTE - UU
(c) 1975 and 1976 respectively (d) 1978 and 1979 respectively	JRF & LEXAM JUNE & DEC. 1999
Q. 58. When was the Oil and Natural Gas Commission set up? (a) 1956 (b) 1957 (c) 1958 (d) 1960	(Physics/Chemistry/Maths/Stats & Life Sciences.)
(a) 1956 (b) 1957 (c) 1958 (d) 1960 Q. 59. Oil refineries are located in all of the following States,	A ENT.EXAMS
except	MBA 99 & 1999-2000
(a) Andhra Pradesh (b) Kerala (c) Madhya Pradesh (d) Tamil Nadu	
Q. 60. With the increase in the production of crude oil, the	IES '99 & 2000
production of associated natural gas in the country has gone up.	1 2 3 3 4 2 2 3 3 4 2 3 3 4 2 3 3 4 3 4 3
The annual production of gas in 1997-98 was (a) 13.45 BCM (b) 15.38 BCM	MMD / MC ENT.EXAMS
(a) 13.45 BCM (b) 15.38 BCM (c) 24.59 BCM (d) 23.45 BCM	1999&2000
Q. 61. Of the total oil industry's sales, the market share of Indian	1999&2000
Oil Corporation in 1997-98 was (a) 53.0% (b) 56.8% (c) 60.8% (d) 65.8%	AM E SECTION A - DIPLOMA
Q. 62. At the end of March 1998, the total refining capacity of	1 YEAR COURSE FOR 2000 EXAMS
public sector refineries stood at	
(a) 60.6 MMTPA (b) 45.85 MMTPA (c) 40.00 MMTPA (d) 35.01 MMTPA	IIT - JEE 2000
Q. 63. In which State of India is the headquarters of Oil and	
Natural Gas Commission located? (a) Assam (b) Gujarat	MEDICAL Ent. 2000
(a) Assam (b) Gujarat (c) Maharashtra (d) Uttar Pradesh	
Q. 64. Approximately what per cent of the total power generating	ENGG ENT.EXAMS 2000
capacity is produced by National Thermal Power Corporation?  (a) 15% (b) 28% (c) 23% (d) 26%	2 YEAR COURSE FOR 2001 EXAMS
Q. 65. The coal production in 1997-98 reached	IIT - JEE 2001
(a) 185 million tonnes (b) 246 million tonnes	IF 1
(c) 280 million tonnes (d) 296 million tonnes  Q. 66. Asia's largest wind tarm of 28 MW is located in which of	ENGG. ENT.EXAMS 2001
the following States?	MEDICAL ENT.EXAMS 2001
(a) Madhya Pradesh (b) Gujarat	COURSES FOR 1999 EXAMS
(c) Rajasthan (d) Maharashtra Q. 67. The tidal power potential in the country is estimated to be	IFF IFF 100
of the order of	III - JEE '99
(a) 1000 MW-2000 MW (b) 3000 MW-4000 MW	ENGG. ENT. EXAMS '99
(c) 8000 MW-9000 MW (d) 11000 MW-12000 MW	MEDICAL ENT. EXAMS '99
\ Demographic Background	4 FLITE A CARELLY
(0) 68. The total population of india on the basis of 1991 Census	ELITE CADEMY
was nearest to the figure of	"Leading The Path To Successsince 1988"
(2) 680 million (b) 700 million (c) 800 million (d) 844 million (Q) 69. When will the next Census be held?	84, JANMABHOOMI MARG, 2ND FLOOR, FORT.
(a) 2001 (b) 2002 (c) 2005 (d) 2006	MUMBAI-400 001 TEL: 2837771-2-3-4 FAX: 2837775 Yes, I am interested in your correspondence course for
Q 70. According to the 1991 Census, which of the following	GATE 2000 CSIR-UGC 199 D99 MRA 99 99-2000 IES 99 2000 MD/MS 99 2000
states had the highest density of population per sq km?  (a) Kerala  (b) West Bengal	ENGG. ENT. EXAMS 99 2000 2001 MBBS ENT. EXAMS 99 2000 2001
(c) Bihar (d) Uttar Pradesh	IIT-JEE 99 2000 2001 AMIE (Tick Relevant Box) 1
Q. 71. According to 1991 Census, which of the following States and the lowest density of population per sq km?	Please send the prospectus. Name:
(a) Arunachal Pradesh (b) Mizoram	Address:
(c) Sikkim (d) Nagaland	
Q. 72. The total population of males, according to the 1991 Census, vas nearly	
(a) 30.7 crore (b) 35.7 crore (c) 43.7 crore (d) 45.7 crore	State: Pin: Ed.Qualification:

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(C) 73. The total population of females, according to the 195. Census, was nearly (a) 32.6 crore (b) 35.6 crore (c) 38.6 crore Q.)74. Among the following States, the lowest female to ma ratio according to 1991 Census was in

(a) Madhya Pradesh

(c) Rajasthan (d) Uttar Pradesh
(Q) 75. Which State, according to 1991 Census, had more female than males?

ん)Kerala (a) Gujarat

(c) Karnataka (d) Andhra Pradesh
Q)76. Which of the following States, according to 1991 Census, h the largest concentration of Scheduled Tribes population?

(a) Andhra Pradesh (b) Bihar (c) Madhya Pradesh (d) West Bengal Q.)77. Which of the following States, according to 1991 Censu has the largest concentration of Scheduled Castes population?

(a) Madhya Pradesh (b) Uttar Pradesh

(c) Tamil Nadu (d) West Bengal
Q) 78. According to 1991 Census, the total population of Schedule Castes was nearly

(a) 90 million (b) 105 million (c) 120 million (d) 138 million Q.79. According to 1991 Census, the total population of Schedule Tribes was nearly

(a) 35 million (b) 42 million (e) 52 million (d) 67 million (Q) 80. The population of all the countries of the world, except si is less than the population of one of the States of India. This State

(a) Andhra Pradesh (b) Bihar

(c) Maharashtra -(d) Uttar Pradesh

#### Industry

Q. 81. In India, iron and steel industry made its beginning 1870. The first factory was set up at

(a) Burnpur

(b) Durgapur (d) Kulti

(c) Jamshedpur Q. 82. The first efforts of large-scale production of iron and ste in India commenced with the setting up of a factory at

(a) Bhadravati (b) Burnpur (c) Jamshedpur (d) Rourke Q. 83. The first three major steel plants in the public sector (Bhile Durgapur and Rourkela) came into operation in stages Letween

(a) 1951-1956 (b) 1953-1959 (c) 1956-1962 (d) 1951-1966

Q. 84. The fourth public sector steel plant was set up in the

(a) Second Plan period (b) Third Plan period (c) Fourth Plan period (d) Fifth Plan period

Q. 85. The use of plastics, a petro-chemical base product, in various sectors is bringing about revolutionary changes. Which of the following statements in regard to benefits from its use is not correc-

(a) Improved income of farmers by the methods of drip-irrigatio mulching, green houses, etc.

(b) Reduction of seepage losses and economy in scarce wat resources.

(c) Synthetic detergents produced from this material are a goo substitute raw material for oil-based soaps.

(d) All of the above are correct.

Q. 86. The petto-chemicals, because of their superior propertie are substituting the traditional raw material in the form of

(b) Metals (c) Wood (a) Glass (d) All of the: Q. 87. The biggest underground coal mine in India, ful mechanised, is at

(a) Munidih (b) Barkakhana (c) Singrauli (d) Bhowi Q. 88. The total employment in textile sector is estimated at

(a) 8 million (b) 64.20 million (c) 13 million (d) 20 million

Q. 89. A notable feature of the development of sugar industry aft Independence was its remarkable expansion in the

(a) private sector (b) public sector (c) cooperative sector (d) none of these

Q. 90. Manufacture of cement was started in India in 1904 at (a) Trivandrum (b) Madras

(d) Ahmedabad (c) Kota Q. 91. How many Central public sector enterprises were existn

in India on March 97? (b) 246 (c) 248 (a) 240 (d) 2!

(Continued on page 10

# Inflation Is Inevitable In A Developing Economy Seeking Rapid Economic Growth

#### Methodology

In the Group Discussion Test, 8, 10, or 12 candidates appearing for the same, job, selection, appointment, scholarship, training, course, etc., are formed into a group. Thus out of a batch of 50 to 60 candidates appearing before the Selection Board, seven or eight groups will be formed, each group having eight or nine candidates. Then, the group will be asked to discuss a given topic or subject for about 20 to 25 minutes. The GD Test is anything but a formal debate. On the other hand, GD is most informal and resembles a chit-chat among friends assembled in a railway rest room or on a picnic tour. No one is appointed Leader, Chairman or Speaker to conduct or preside over the GD. It will be a leaderless exercise if one can term it so Every member of The group will have full freedom to say what he likes, whether for or against the proposition. One can also argue simultaneously in support of the proposition and oppose it. There is no hard and fast rule as to who should speak and when. The candidates of the group are seated in a closed-circle formation where each is visible to the others. During the test, the participants address one another by the roll or chest numbers to ensure instant and ready recognition. After announcing the subject to be discussed and finally launching the group on its task, the examiner retires to the background and the group is entirely on its own to proceed with the discussion.

#### **Progress**

In this group, there are eight candidates with Roll Nos. 1 to 8, seated in the ascending order of the chest numbers. When the examiner retires, the silence that prevailed till then is broken and the candidates attempt to probe and feel their way. They resort to whispered asides and conversation to begin with. Soon cross-talks and arguments develop and the volume of the noise increases, creating confusion. At this stage, No. 2, who was carefully observing the going-on rather closely, decides to take charge. Instead of indulging in whispers, asides or cross-talks, he raises his voice and addresses the group as a whole. With his sudden intervention, all are taken by surprise and there is absolute silence.

No. 2 (In a raised and somewhat loud and authoritarian voice): Gentlemen! Let me tell you that inflation in India is the sheer creation of the politicians to amass black money and keep themselves perpetually in power, winning the elections by free

CROUP DISCUSSION

There is a quilton difference to the action of the state of the s

use of black money. Therefore, whether there is inflation in other parts of the world or not, this country will always be saddled with inflation, economic growth or not. Since Independence when we opted for parliamentary democracy and universal adult franchise, elections have become the all-important factor in our national life. To fight elections, the political parties and politicians need a lot of money. They have to get the money from the industrialists and business houses. Those in Industry and business have to pay to different political parties. They have to find the money in order to pay these politicians. This results in concessions and preferences to industrialists and businessmen who, in turn, to pay these politicians, resort to corruption, adulteration and so on. For every election, bye-election, mid-term election, etc., funds have to be found which means black money and inflation.

No. 6 (Showing annoyance, impatience and irritation in his voice): I say, No. 2 hold on, hold on. What are you doing, man? Don't say that you are going to continue-lecturing us for the next half an hour or so on Indian political scenario. You have

already spoken for at least five minutes and I must say your time is up. Secondly, you are completely off the mark. Inflation is a subject linked to economics whereas you have been talking politics all the time. Thirdly, we should first decide how we intend to proceed with our task, like who should be the opening speaker, who should be the Chairman, who should speak in favour and who against the proposition and so on. Now shut your mouth and let us get on with our business.

No. 2: Shut up, No. 6. Don't exhibit your ignorance. You don't even know that today's economics is nothing but the creation of politicians. There is no economics without politics, and vice versa. If you don't know, at least you can listen and learn. By opening your mouth wide, you only stink.

No. 6: Hey, I told you to shut your mouth and I mean what I say. If you don't do what I tell you, I know what action I have to take. Don't try to pose as if you know everything.

No. 2': You, you, will you dare?

No. 6: Yes, I dare and will damn well do what I want to do with you. (At this stage No. 4 intervenes and ends the arguments before a first fight erupts.)

Comments: No. 2 is overeager to start first and make an impact on the group. He lacks tact and does not explain to the group what his aim is. Instead, he goes on talking endlessly. He does not tell others of his plan, if any, and whether others will get any chance at all to express their views. Thus he is in too much of a hurry and lacks the ability to plan, organise and motivate others. His approach also reveals self:shness on his part. Thus the initialize, enterprise and ability to speak fluently displayed by him prove to be ineffective and counter-productive. He is emotional and hasty and does not know how to cope with No 6 The net result is a head-on clash between the two. Both Nos. 2 and 6 do not realise that the group has to fulfil a task and their private quarrels should be subordinated to group interests. It is thus seen that though Nos. 2 and 6 set the ball rolling, they did not make any constructive contribution.

No. 4: Please, Nos. 2 and 6. Kindly bear with me for a second. Please do not take things personally and fight for nothing. (Turning to Nos. 5 and 7) What do you say gentlemen? Do you all agree with me.

No. 5 and 7: Yes, yes. You are right, No. 4.

No. 2: I say, I didn't start any fight. It is that bully, No. 6, who asked for a fight. You see, he is stupid and he just cannot understand.

No. 6: You idiot, No. 2, don't you dare

call me stupid. You were talking rubbish like a mad hatter.

No. 2: You are crazy, you are a fool and you have lost your senses. (Now, No. 5 intervenes.)

No. 5: Gentlemen, I mean you both, Nos. 2 and 6. Please do not start your fight all over again. You must understand that by your meaningless fight, quarrel and arguments, you are holding up the entire group from going ahead with the discussion. We have a time frame and the task has to be completed within the given time. Well, the time is running out.

No. 7: I fully endorse what No. 5 said. (Turning to Nos. 6 and 2.) My request to you both friends is to forget and forgive and cooperate in completing the group task. If you don't agree then there will be no option but to ask you both to withdraw, go outside and have it out between you two in whatever way you feel like. At least we will be left in peace to go ahead with our job. I am sure the group agrees with me and I am expressing the collective view.

No. 8: Yes, yes, we all support what you say. (Finding they have incurred the displeasure of the group, Nos 2 and 6 decide to keep mum.)

Comments: Nos. 4, 5 and play an active part in controlling the situation. No. 4 gives the lead and Nos. 5 and 7 follow suit. No. 8 also lends his support. Nos. 1 and 3 have, however, remained silent spectators.

No. 4: Friends, the subject of inflation is the burning topic of the day and all of us will be able to make interesting contribution to the discussion. This being a friendly chit-chat, there is no need to elect a Chairman and decide in advance as to who should speak in favour and who against. We can express our ideas as we are seated now. Let us start with No. 1, move on to Nos. 2, 3, 4 and so on, one by one and conclude with No 8. As we have already used up a good deal of time, I suggest each should speak only for three minutes during the first round.

Comments: No. 4 accepts responsibility readily and cheerfully. He proves resourceful and demonstrates his ability to plan, organise and find an acceptable solution to the problem forced on him. He is also able to carry his entire audience with him.

No. 5: I totally agree with you, No. 4. However, I would like the group to consider a minor modification to the plan you outlined. This deals with the time aspect. Perhaps, we restrict our talk to two initutes only in the first round. In case some time is available after the first round is over, we can have a second round.

No. 7: Very good, No. 5, we all agree. Now, come on, No. 1. Please start.

Comments: Nos. 5 and 7 display active interest and involvement in the group task. They lend excellent support to No. 4 and contribute towards the fulfilment of group objectives.

No. 1 : Excuse me please, I don't want



to speak first. I am a Science student and I would like to confess that I do not know much about economics or politics. Since No. 2 was keen, we can start the discussion with him. I will speak last if you all have no objection. If necessary, I am ready to forgo my chance also.

Comments: No. 1 wastes the opportunity offered to him on a platter. On his own also, he did not display any initiative or urge to launch the group on its task. He also pleads ignorance and volunteers to be left out completely from the discussion. He shirks his responsibility and appears to be inhibited, insipid and dull. To be rejected unless he shows remarkably good performance later on. As at present, he will not be useful even as a follower in a team. He has not shown any leadership qualities.

No. 2: Thank you, No. 1. But I am in no mood to speak now, with all the rude behaviour exhibited by No. 6 and the unfavourable reception I have had from others. Besides, the link in my thoughts has snapped and my ideas are now all jumbled up. You can assume that I have said my piece already and it will save time.

No. 4: Please forget the past. We all have agreed to cooperate and make a fresh beginning. Besides, we can't be so sure of a second round. It all depends on how much time is left.

No. 2: Thank you, No. 4 But I told you that I am not in the mood right now. It does not matter if there is no second round. You already have my ideas for what they are worth.

Comments: No. 2 refuses to cooperate and wastes the fresh opportunity offered to him. He is rigid and peeved, and finds it impossible to adapt himself to the situation. He has fair ideas and enjoys good expressive faculty, but assailed by a hurt ego and pride, he refuses to cooperate. With such marked negative traits, he will turn out to be a liability to the team and the organisation. Rejected.

No. 3: Gentlemen, to be honest, I was hoping Nos. 1 and 2 will talk at length and explain the subject in detail so that I could, perhaps, react to their ideas and views. Well, I do understand inflation is price rise where too much money chases too few goods. I also concede that inflation is a worldwide phenomenon. The logic then is, India cannot escape what the entire world has to endure. However, to contribute to the discussion in an effective manner. I should first get a proper introduction to the subject and understand its moot points. I, therefore, leave the floor for No. 4, who, I am sure, will expound the subject ably and unravel its secrets.

Comments: No. 3 also proves to be unenterprising and refuses to take the plunge.

He has wasted the opportunity offered to him though he has been frank in his confession. Moreover, he had also not taken any active part during the initial and early stages of the group deliberations. He is able to speak fluently, but the drive to take the lead is missing on his part. He is content to play a secondary role, waiting for his turn. He could be a willing and disciplined follower, but he lacks the leadership ability to seek out responsibility and face challenges with courage and determination. Rejected.

No. 4: Friends, we all understand what inflation is, and No. 3 also explained it in a layman's language. It is demonstrated by continuous and ever-increasing steep price hike. The prices keep rising because there is a growing demand, but the supplies are inadequate and also there is too much money in circulation. Inflation within limits seems inevitable for faster economic growth. Besides, it remains a worldwide phenomenon because the world economy is controlled by the industrially advanced and affluent countries of the West. Japan was, perhaps, the only Asian country which could match the technology of the West. Now, South Korea, Taiwan, Singapore, etc., are also in the industrially advanced bracket, but they still depend on Western support. The rich nations do not want to share their wealth with the poorer countries. The resources, which could have been diverted to economic betterment of the developing and least developed countries, are being wasted in the manufacture of military hardware. What is worse, poorer countries are also made to buy and stockpile Western arms in the context of superpower manipulation. Another dimension is the OPEC cartel pushing up the petroleum crude prices to unheard of heights. The developed countries are ir. a position to dictate terms to the Third World countries and buy their raw materials at a cheap rate. They have also now resorted to import restrictions. Thus developing countries like India have to import at high cost and they find it difficult to increase the exports and balance their trade deficits. Despite all these, the Third World countries can do certain things on their own to keep the inflation under check. First and foremost, they must put an end to the population explosion. Next, they should stop fighting among themselves. The OPEC countries can sell oil at discounted rates and also help with petro dollars. Since my time limit is over, I now request No. 5 to continue the discussion.

Comments: No. 4 has readily and cheerfully accepted the responsibility and made very good use of the opportunity offered to him. He has been consistently displaying initiative, drive, enterprise and imagination. Now he has demonstrated an in-depth knowledge, extensive ideas and excellent grasp of the subject. His approach has been very constructive, and he has made a strong and favourable impact on the group. His approach is positive and attitude optimistic. He has displayed a dominant role

n launching the group on its task after vercoming serious obstacles with remarkable esourcefulness. Selected with top rank rating.

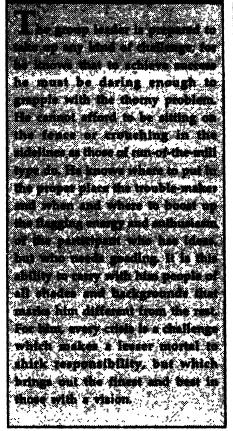
No. 5: I fully agree with No. 4 that imited inflation is inevitable for a leveloping economy aiming at high and ast economic growth. Nevertheless, I feel hat India can contain it more effectively y adopting the right economic, social and political measures. In other words, inflation nay be inescapable and India may have o live with it, but it can be used for conomic growth and development as in apan or Germany. What is more, India ilso fared better when favourable monsoons and high agricultural production prevailed. Modern economists feel that inflation within imits is not bad and it helps economic growth. If India can avoid waste, contain opulation explosion, have better law and order, reschedule its priorities and ensure nore congenial relations with neighbours, t should be able to keep inflation within permissible limits and benefit from it.

Comments: No. 5 resembles No. 4 m many respects as a natural leader and coordinator. In this group, they have been complementary a each other. No. 5 also displays positive syamisational and leadership qualities and etablishes lumself as an excellent coordinator. With his enterprising, responsible, cooperative and dynamic approach, he has made a strong and favourable impact on his group-mates. We find him knowledgeable on the subject even for discussion. He has also displayed originality and boldly comes out with his differing approach in a constructive and convincing manner Selected with high rank rating on par with No. 4

No. 6: Gentlemen, after listening to Nos 4 and 5, I could see that the inflation factor is, indeed, closely linked to politics, both nationally and internationally. To this extent, I wish to concede the stand taken by No. 2 though I do not approve of his ittitude, approach and bulldosing tactics. in strengthen our economy, we should step up production and increase exports. We should also eliminate waste and restrict consumption. We are lacking the Japanese discipline and dedication. Japan is able to produce better quality goods at cheaper prices and they will always be able to compete favourably in the world market. We have to find out what our drawbacks are and correct our mistakes. Lack of internal law and order is a major drawback in India. Inter-State disputes, communal clashes, labour disputes, insurgencies, extremist activities, etc., should be controlled. Perhaps, a dose of military rule may be the answer.

Comments: This candidate has ideas and trues to learn from his mistakes. His grasp of the subject matter is adequate and he can perceive the essentials of a problem. It is to be seen whether his emotional immaturity and rash reaction could be improved upon by training. As he is willing to learn, he can be regarded as a borderline case and given a chance.

## WINNING THE FIRST IMPRESSION



No. 7: Dear friends, I agree that politics has a lot of say in economics in that it is the politicians who give direction to the nation's economy. For instance, Jawaharlal Nehru laid down that India should embrace democratic socialism. Democracy is linked to political ideals and socialism has high economic content. We have tried to marry democracy to socialism and find quite a few contradictions. Our politicians have given directions to our Five-Year Plans, but their implementation has not been effective to the desired extent. Another aspect is corruption and black money. Most of the funds allocated have been siphoned off by the politicians, administrators and contractors. Similarly, industrialists and manufacturers divert their funds elsewhere and produce inferior goods. Political considerations and electoral prospects come in the way of implementing economically desirable and necessary measures. Thus we cannot enforce labour discipline. We cannot introduce effective educational reforms and language policy. Water, power and other natural resources cannot be utilised to optimum advantage because of inter-State rivalries. We resort to cheap, populist measures—subsidies, bank loans, etc., and end up with deficit financing because of the need to play to the gallery and win votes.

Comments: A resourceful, fairly intelligent and adequately motivated candidate. He is

keen and active, and has the urge and industry to better his lot. He has given good support to Nos. 4 and 5 in their efforts to launch the group on its task He reveals initiative and appreciable sense of responsibility. Selected.

No. 8: Friends, if I understand correctly, Nos. 4, 5 and 7 feel that India could have contained inflation if it had followed different political policies and economic strategies. Well, they have been also citing Japan, Germany and even South Korea, Taiwan, etc., as examples. But what about France, Italy, England and several other countries? They have to contend with inflation and unemployment as we do. For all that, they do not have the acute population explosion problem. They are also industrially advanced. Therefore, there is no easy solution to this inflation problem.

Comments: This candidate played a minor part during the preliminary stages, but has made good use of the apportunity and revealed some original ideas. He has the courage to differ and stick on his conviction. His views indicate that he has grasped the essentials and he can present his own solutions to a problem. However, he wants to play safe and his appreciation does not stand scrutiny. A borderline case.

No. 1; Thank you, gentlemen. I agree with what everyone has said. I do not disagree with anyone. I have nothing new to add. Thank you.

Comments: No 1 was given a second opportunity, but we find that he is unable to learn and benefit by experience. He is dull and docile and prefers to remain in the background. No the urge or motivation is seen on his part and training given to him would only be wasted Rejected

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## **Special Feature**

(Continued from page 38)

He believes in change. He believes in remaking things. He believes in taking a hard look at what he and the company have done in the past few years and making decisive changes, sometimes in the blink of an eye. And he is far more self-confident today than he was when he took over the company that Thomas Edison tounded over a century earlier. Then, in 1981, Welch had ideas that, once implemented, would produce the kind of financial results he wanted. But 17 years later, Welch knows that his business strategies have worked that he was right all along. And he relishes the fact that his troops now demonstrates deep respect for him and for those strategies. Example: when he proposed, as he did in 1995, that the company undertake a new initiative to improve the quality of its products and processes, the programme was adopted with religious zeal around the company

GF business held "tournaments" as project teams competed to see who could achieve the best results in improving quality. Nearly every conversation with a GE employee, whether senior or junior, contained a positive reference to the quality initative taken by the company, a far cry from the early dismissive noises heard when Work-Out was first introduced. GE leaders are encouraged to have a passion for excellence, to hate bureaucracy, to be open to ideas, to have enormous energy to stretch. But as they strive for these, goals, they must do so "always with unyielding integrity". It is no accident that the word "integrity" is among the first words in the company's official description of its corporate values. For, much as Jack Welch would wish it was not so, ethical lapses among GE employees constitute one of the chairman's most perplexing and difficult challenges.

As each ethical lapse has occurred, Welch has had to endure more allegations that his aggressive leadership style and his quest for high performance are the main cause of transgressions, large and small, at his company. He refutes such charges vigorously. Welch is all too aware that transgressions have occurred far too oftenand he concedes that they will probably occur in the future. For all of GE's bottomline success (some say, because of that succes) few other major American firms have been the locale for as many ethical lapses as GE. Yet, Welch has never tried to defend or offer excuses for the lapses, though he does suggest that in any community of GE's size, such transgressions are seemingly unavoidable. After all, he notes, all communities of GE's size have police torces for the simple reason that they are necessary: no one has vet to figure out how to do away with crime completely. Given the amount of scandal at GE, how has Jack Welch been touted so often as America's most admired CEO? By getting rid of transgressors as quickly as possible, making it clear that future transgressors will automatically be dismissed and by persuading people effectively that he personally had nothing to do with the integrity violation in question.

If a major ethical lapse occurred at many other firms, the CEO would be in hot water—with dismissal a distinct possibility. Yet, not once has anyone ever suggested that Jack Welch should step down as a result of a GE scandal. One of his most important business secrets has been his ability to remain aloof from the company's ethical troubles. It is not a secret one proudly boasts about, but it is part of Welch's business acumen nonetheless. And there are lessons to be learnt from how the GE chairman has dealt with the company's integrity troubles. Here then is a brief look at some of those troubles and how Jack Welch coped with them.

On 26 March 1985, nearly four years after he took over as chairman & CEO of GE, the company suffered one of the worst blows of his tenure. On that day, GE was indicted by a Federal grand jury on two sets of charges: one set contended that GE's aerospace business had filed \$800,000 in incorrect costs on employee time cards; the second set contended that GE had lied to the government about work it had carried out on a nuclear warhead system. GE's work on the nuclear warhead system was the result of a \$40.9 million contract that the US Air Force had awarded the company to overhaul fuses on intercontinental ballistic missiles. Three days after the indictment, Welch wrote a letter to every GE employee, hoping to put on the front-page media coverage of the scandal into some perspective. He noted that 100 of the 108 counts of the indictment related to 100 time cards, representing a relatively small portion of the 100,000 time cards filed during that period. "While it is entirely possible," he wrote, "that during the course of performing several multi-million-dollar contracts, charging errors did occur, there was no criminal wrongdoing on the part of the company or its employees. The company has not been convicted of any crime." When other misdeeds occurred in future years, the CEO would use the same argument quite effectively, that the transgression was the act of a few rotten apples and that the company, overall, was not involved.

As Welch observed after the aerospace indictments: "In any large organisation -and GE with its 330,000 employees is a very large organisation—people may make errors in judgement. These must be viewed in relation to the extremely good reputation of our company and its people. After a low-level employee pleaded guilty, GE pleaded guilty to the aerospace charges and was fined \$1.04 million. Other infractions followed:

• In 1989, GE settled four civil suits which were brought by whistle blowers who had alleged that it had cheated the government millions of dollars by issuing faulty timecards. GE paid \$3.5 million. In 1990, GE was convicted of defrauding the defence department as a result of overcharging the US Army for a battlefield computer system. GE paid \$30 million in penalties for that infraction and other defence contracting overcharges.

• In 1992, GE pleaded guilty to defrauding the Pentagon out of more than \$30 million on the sale of military jet engines to Israel when an employee took bribes. GE paid \$69 million in fines. In 1993, GE's NBC News unit staged a misleading simulated crash test, which led to the unit's on-air apology to General Motors (GM). NBC also agreed to pay GM an estimated \$1 million in legal and investigation expenses.

• In 1994, in one of the most widelypublicised scandals of that year, head government T-bond trader Joseph Jett of Kidder Peabody, GE's brokerage unit, to improve the appearance of his performance, concocted \$350 million in phony profits over a 29-month period period before he was fired in April of that year. GE was forced to take a \$ 210 million charge against its first quarter earnings in 1994. The Securities & Exchange Commission was due to rule on the case in the spring of 1998. GE sold a majority of assets of Kidder Peabody to Paine Webber in 1994.

Is Welch personally responsible for these incidents? Fortune magazine thought so: "Most troubling is that (Joseph) Jett's misdeeds, if true, are not an isolated case at GE. When you put the Kidder scandal together with other transgressions that have sullied GE's reputation over the past decade... you begin to get a sense that somewhere in the highly successful and celebrated GE culture something is not right." The corollary to the magazine's claim is that, in putting great pressure on his managers to perform, Welch encourages them to look after their selfinterests at the expense of company loyalty. In short, winning is everything.

To Welch's regret, other than take a tough stand against transgressors when they are uncovered, he has discovered there is precious little a CEO can do in advance to ward off such integrity lapses. One step he did take in 1987 was to issue companywide guidelines, an 80-page booklet called "Integrity: The Spirit & The Letter of Our Commitment". Every new employee was required to read the booklet and sign a card found in the booklet (or answer by e-mail) that they had read it. And all other employees had to do the same once a year. The card is turned into the person's superior. In that booklet, Welch wrote in his-'Statement of Integrity:

"Integrity is the rock upon which we build our business success and our quality products and services, our forthright relations with customers and suppliers and, ultimately, our winning competitive record.

GE's quest for competitive excellence begins and ends with our commitment to ethical conduct."

He then urged all GE employees to make a personal commitment to follow GE's Code of Conduct, to obey applicable laws and regulations, to avoid all conflicts of interest, to be honest and fair and trustworthy.

#### PASSAGE A

- Q. 1. According to the author of the passage,
- No evidence is available in the literature to suggest a relationship between organisational decline and organisational innovation.
- (2) Evidence is available in the literature to suggest a relationship between organisational decline and organisational innovation.
- (3) The literature on organisational decline suggests no relationship between threat and rigidity.
- (4) The literature on organisational decline is not sufficient to suggest a relationship between threat and rigidity.
- Q. 2. According to the passage, which of the following statements strue?
- (1) Dramatic changes take place more easily in the corporate sector than in government agencies.
- (2) Universities can introduce more radical changes compared to government agencies.
- (3) Universities and government agencies often experience discontinuous change.
- (4) Compared to government agencies, corporates find it hard to implement discontinuous change.
- Q. 3. According to the passage, which of the following authors largested that locus of control may be an important antecedent o perception?
  - (1) Hammer and Champy
  - (2) Nystrom and Starbuck
  - (3) Barker and Mone
  - (4) Miller
- Q. 4. According to the passage, which of the following is not true statement?
- (1) There is positive correlation between highly institutionalised mission and organisational innovation.
- (2) There is negative correlation between highly institutionalised mission and organisational innovation.
- (3) High levels of resource commitment negatively affects organisational innovation.
- (4) Decentralised power structure negatively affects organisational innovation.
- Q. 5 According to the passage, which of the following conditions functions as a catalyst for innovation?
- (1) High levels of uncommitted resources
  - (?) High levels of committed ressources
  - (3) Highly institutionalised missions
  - (4) Less concentrated power.
  - Q. 6. According to some authors quoted in the passage,
  - (1) Crises such as natural disasters are conditions which encourage innovation.
  - (2) People devise innovative methods to cope with natural calamities
  - (3) People respond rigidly to crises such as natural disasters:
  - (4) Public institutions respond easily to organisational decline.
  - Q. 7. According to the passage, organisational decline
  - (1) is directly related to innovation.
  - (2) is negatively related to innovation.
  - (3) may or may not lead to innovation.
  - (4) always supresses innovation.

#### PASSAGE B

- Q. 8. Which of the following is true?
- (1) Competition is not as important as it is made out to be by some authors.
- (2) Competence assumes a key role in the management of firm.
- (3) Learning takes place only at the individual level.
- (4) Learning takes place only at the collective level.

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- Q. 9. According to the passage, human resources
  - (1) are easily measurable in terms of output, cost or potential revenues.
  - (2) are not at all measurable in terms of output, cost or potential revenues.
  - (3) have measurable as well as nonmeasurable aspects.
  - (4) are a team of individuals.
- Q. 10. Which of the following is a true statement?
  - (1) The theory of competence based competition improves upon the resource based perspective.
  - (2) The resource based perspective is an extension of the theory of competence based competition.
  - (3) The resource based perspective is a rejection of the theory of competence based competition.
  - (4) The theory of competence based competition discards the resource based perspective.
- Q. 11. According to the passage, which of the following is not a true statement?
  - (1) The firm's total competence base is primarily constituted by individual capabilities.
  - (2) Individual capabilites have nothing to do with the firm's competence base
  - (3) The firm does not own its competence
  - (1) The individual capabilities are the key components of organisational competence.
  - Q. 12. According to the passage,
  - (1) At a given point of time a large portion of the firm's competence is not used.
  - (2) At a given point of time a small portion of the firm's competence is
  - (3) At a given point of time a firm uses all its available competence.
  - (4) Organisation's structure facilitates the individuals to utilise their full capabilities.
- Q. 13. Which of the following concepts is suggested as the tocus of analysis by the passine?
  - (1) The firm
  - (2) Organisation structure
  - (3) Mindset of managers
  - (4) Unit of activity.

#### PASSAGE C

- Q. 14. According to the passage, flexible specialisation, among other things, would include
  - (1) centralised decision making.
  - (2) workers who take keen interest in quality and innovation.
  - (3) exchange of ideas restricted to hierarchical boundaries.
  - (4) decentralised decision making restricted to managers.
- Q. 15. The author of the passage suggests that North-Central Italy is best known for
  - (1) industrial districts.
  - (2) Thyssen Steel.
  - (3) Fordist mass production.
  - (4) fragmented markets.

- Q. 16. According to the passage, which of the following has helped smaller firms to compete with larger firms?
  - (1) New technologies.
  - (2) High levels of employment.
  - (3) High levels of unemployment.
  - (4) Market niches.
- Q. 17. According to the passage, which of the following is not a true statement?
  - (1) Piore and Sabel introduced flexible specialisation in Japan, Germany and Italy.
  - (2) Germany, Japan and Italy were adopting more flexible production methods.
  - (3) Countries using fordist mass production were falling behind countries which were using flexible production methods.
  - (4) Japan, Germany and Italy were able to benefit from new technologies.
- Q. 18. Which of the following may be an appropriate title of the passage?
  - (1) Flexible Production Methods.
  - (2) Flexible Specialisation.
  - (3) Industrial Districts.
  - (4) Industrial Districts and Flexible Specialisations.
- Q. 19. Which of the following authors quoted in the passage suggested the idea that employees prefer places where there is a high demand for their skill?
  - (1) Piore and Sabel
  - (2) Humphrey and Schmitz
  - (3) Alfred Marshall.
  - (4) Pyke and Sengenberger.
- Q. 20. According to the passage, which of the following is characteristic of 'industrial district'?
  - (1) An open community of, firms and a segmented population of people.
  - (2) Segregation of production activities and daily life.
  - (3) Coexistence of competition and cooperation.
  - (4) Separation of exchange relations and hierarchical relations.
- Q. 21. According to the author of the passage,
  - (1) A number of small firms in an industrial district is like a flexibly specialised large firm.
  - (2) A flexibly specialised large firm is not similar to a network of small firms in an industrial district.
  - (3) Smaller firms in an industrial district cannot achieve the economies of scale similar to large firms.
  - (4) A whole industrial district can never be like a large firm.
- Q. 22. According to the passage, which of the following is a true statement?
  - (1) Flexible specialisation has renewed craft form of production.
  - (2) Flexible specialisation has renewed mass production.
  - (3) Craft form of production was marginalised by fordist production methods.
  - (4) Craft form of production was renewed by fordist production methods.

- Q. 23. the passage suggests that the term 'industrial district' was developed b
  - (1) Piore and Sabel
  - (2) Humphrey and Schmitz
  - (3) Alfred Marshall
  - (4) Giacamo Becattini.
- Q. 24. Which of the following is not characteristic feature of 'Third Italy'?
  - (1) Small and medium sized firms
  - (2) Rapid economic growth
  - (3) Decentralisation of production
  - (4) High level of unemployment.

#### PASSAGE D

- Q. 25. Which of the following is a incorrect statement?
  - (1) Jack Welch reduced the number GE business units.
  - (2) Jack Welch increased the size of G
  - (3) Jack Welch reduced the number top managers.
  - (4) Jack Welch made GE mo competitive.
  - Q. 26. According to the passage,
  - (1) Bill Clinton has been the Preside. of US since 1981.
  - (2) Bill Clinton underwent an open-hea surgery in 1995.
  - (3) Jack Welch has been the chairma of General Electric since 1993.
  - (4) Jack Welch underwent in open-hea surgery in 1995.
- Q. 27. Which of the following statemen is implied by the author of the passage
  - (1) Bill Clinton was once a hockey playe
  - (2) Bill Gates was once a hockey playe
  - (3) Jack Welch has once a hockey playe
- (4) Jack Welch was once a football coac Q. 28. The author of the passage, sugges
- that when Jack Welch took over as CEI General Electric was
  - (1) bureaucratic and labour intensive.
  - (2) productive and entrepreneurial
  - (3) small and innovative.
  - (4) quick and responsive.
- Q. 29. According to the passage. Jac Welch
  - (1) dismisses immediately those employe who are involved in ethical lapse
  - (2) protects those employees who a involved in ethical lapses
  - (3) defends those employees who a involved in ethical lapses.
  - (4) owns up personally the responsibili for all ethical lapses. Q. 30. The passage suggests that a schen
- called 'Work Out' was meant for (1) transporting GE employees with
  - the plant. (2) receiving suggestions from G
  - employees. (3) physical exercise of GE employee
- (4) introducing a new operation in G Q. 31. According to the passage, Gener Electric was founded by
  - (1) Jack Welch (2) Bill Gates
- (3) Andy Grove (4) Thomas Edisc Q. 32. Which of the following did the Time survey in 1996 select as the mo
- influential figure in America? (1) Jack Welch
  - (2) Bill Gates
  - (3) Bill Clinton
- (4) Andy Grove

Q. 33. According to the passage,

(1) Jack Welch had dinner with the Chinese President in the White House.

(2) Jack Welch went to China to have dinner with Jiang Zemin. (3) Jiang Zemin invited Jack Welch to have dinner with him in the White House.

(4) President Clinton invited the Chinese President to have dinner with Jack Welch in the White House.

Q. 34. Which of the following is a correct statement?

(1) General Electric is the most envious business worldwide.

(2) General Electric has many large rivals.

(3) Jack Welch is very satisfied with his company's position.

(4) Since Jack Welch took over as CEO of General Electric, its performance has declined.

Q. 35. According to the passage, General Electric headed the list f top 100 companies in the market value in the world for the econd consecutive year in

(2) 1996 (3) 1998

Q. 36. According to the passage, Jack Welch (1) lied to the Government about the work GE had carried

out on the number of warhead systems.

(2) admitted the possibility of charging errors on time cards.

(3) dismissed the contention that charging errors on time cards had taken place.

(4) did not contest that charging errors amounted to criminal wrong doing.

Q. 37. Jack Welch was personally held responsible for the ethical ransgressions among GE employees by

(1) the author of the passage. (2) GE employees.

(3) Fortune magazine. (4) Federal grand jury. Directions (Qs. 38 to 39): Attempt questions 38 and 39 after

hudying the following passage. On his first trip to the People's Republic of China, a young Indian

liplomat of very subordinate rank embarrassed himself by asking Chinese official how it was that Orientals managed to be so nscrutable. The Chinese official smiled and then gently responded hat he preferred to think of the inscrutability of his race in terms

it want of perspicacity in Orientals.

Q. 38. Which of the following best describes the point of the omment made by the Chinese official?

(1) It is not merely the Chinese, but all Oriental people who are inscrutable.

(2) Most Indians fail to understand Chinese culture.

(3) What one fails to perceive may be attributable to carelessness in observation rather than obscurity inherent in the object.

(4) Since the resumption of diplomatic relations between India and China, many older Chinese civil servants have grown to distrust the Indians.

Q. 39 Which of the following best characterises the attitude and esponse of the Chinese official?

(I) Angry (2) Compassionate (3) Emotional (4) Indifferent Directions (Q. 40): Study the following passage and attempt lucstion 40:

Dr. Gupta, who is professor in the department of sociology, claims hat he saw a flying saucer the other night. But since he is a ociologist instead of a physicist, he cannot possibly be acquainted with the most recent writings of the finest scientists that tend to iscount such sightings. So we can conclude his report is unreliable.

Q. 40. Which of the following would be the most appropriate inticism of the author's analysis?

(1) The author makes an irrelevant attack on Professor Gupta's credentials.

(2) The author may not be a physicist, and therefore may not be familiar with the writings cited.

(3) A sociologist is sufficiently well educated to read and understand scientific literature in a field other than his own.

(4) It is impossible to get complete agreement on matters such as the possibility of life on other planets.

ANSWERS					
1. (3)	2. (4)	3. (1)	4. (4)	5. (1)	6. (4)
7. (3)	8. (2)	9. (3)	10. (3)	11. (4)	12. (1)
13. (4)	14. (2)	15. (1)	16. (4)	17. (3)	18. (4)
19. (3)	20. (3)	21. (3)	22. (1)	23. (4)	24. (4)
<b>45.</b> (2)	26. (4)	27. (3)	28. (1)	29. (4)	30. (2)
31. (4)	<b>32.</b> (3)	33. ( <del>4</del> )	34. (1)	35. (1)	36. (2)
37. (4)	38. (3)	39. (2)	40. (1)	(To be	concluded)

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# General Knowledge Encyclopedia

### The State Of Education In India

Can a nation of 960 million catch up with the rest of the world with nearly 48 per cent of its population totally illiterate? It cannot if it does not take up bold measures to tackle the chronic problem within a timeframe. India has already paid and is still paying a high price for failing to solve one of the worst problems facing it: the ticking population bomb that has neutralised whatever little headway we have made since independence. It is universally acknowledged that education is the best contraceptive and where education has become widespread, birth rate has fallen steeply. Illiteracy spawns child labour, exploitation of women and children, low self-esteem in millions of poor, and is a cause of poverty. Can India afford to continue to give low priority to education?

Replying to a private member's resolution introduced in Lok Sabha, the then Education Minister M.C. Chagla agreed on March 26, 1965: "There is nothing in India today which is of greater importance than education. It is investment in human beings. Unless we can raise the educational standards of our people, we can never go far as a nation." Perhaps the then Education Minister said the same thing that the Nobel Laureate Amartya Sen wanted the Government of India to do a long 33 years later when he visited India in 1999. But the powers that be, then and now, were swayed more by what Chagla said as tailpiece to his speech rather than by his exhortation on the holistic concept of education. Said Mr. Chagla: "Unfortunately, whenever there is an economy drive, education becomes the first casualty... because we cannot show results. They say: 'We cannot produce steel, we cannot produce fertilizers, we cannot put up irrigation dams'. What is the value of education ?

The mindset that education is 'valueless' has persisted II through these decades and more with India earning the ubious distinction as harbouring the largest number of literates in the world. And, shockingly enough, any number f shock therapies administered by the likes of Prof. Amartya en or, the annual indices of HRD are not going to wake up or policy planners, administrators and politicians out of heir intentional apathy towards education.

The so-called Directive Principles of State Policy that the state must ensure that all children in the country in the ge group of 5 to 14 are imparted free primary education, within ten years of the Constitution coming into force, has intually become a dead letter, as dead as dodo. Not one ecade, but five decades have gone by, but, thanks to hortsightedness of our planners and administrators, India an shamefacedly boast of the largest child labour force in the world (children who have been deprived of the right to ducation), a rising population that would overtake China's in the next miliennium, and, of course, a swelling army of

filiterates. When the very quality of a six cable number of our MLAs and MPs, drawn from all texts and criminal backgrounds, goes down, one can raisely expect our expenditure on education to go up from the present measly 2 per cent of the total expenditure:

Nobel Laureate Amartyn. Sen advised the Union Government in January 1990 to make elementary education a fundamental right under the and an impossibilition, a view earlier expressed by a committee that were taken into the tardy progress of elementary education two years carrier and was accepted by the Deve Govet. Centre somether that has been the same story all unrough the real something end concention and publicise the report when received the diag the much-publicised New Education holicy of the 20s. We prefer to



let the voluminous tomes of repeats goths, exceed dust in the stores of Ministries, and set up new Commissions. It has become almost impossible to get rely 4 such costly hobbies as setting up new studies and Commissions. We know enough, but are too weak kneed to act upon what we know. Our platitudes are it; matched by new kind of action to take millions of our children out of the dark tunnels of ignorance.

On October 29, 1998 the Delhi High Court asked the Delhi Government to take necessary measures to provide building and other amenities in the Government-run primary schools in the Capital's resettlement colonies and slum clusters. Reacting to the pitiable conditions of the schools for the urban poor, the Court asked the Government to mend matters within a reasonable time. The All-India Lawyers Union that moved the petition in the Court had alleged that the Government was not providing buildings for 100 schools run by the civic authorities in tents for several years. Worse still, these so-called schools did not have even such basic facilities like, water, electricity and toilets. The judges asked the authorities to submit an

enquiry report on the tragic death of a 7-year-old boy in an accident in Dadri (within the Union Territory) when he went out to drink water across the road as it was not available in the school.

If such miserable conditions could dog the education scene in the Capital, better imagine the plight of children attending schools in the educationally backward States in the country!

The Public Report on Basic Education in India (PROBE), released early in January 1999 at a function graced by an elite gathering that included Prof. Amartya Sen, Prof. Yash Pal, an eminent scientist, and others pointed out the snail's pace at which primary education had progressed in the States of Bihar. Madhya Pradesh, Rajasthan and Uttar Pradesh and the phenomenol progress achieved by Himachal Pradesh—States that account for 40 per cent of the country's population.

Contrary to the views of the urban elite, the people in rural India do want their children, more particularly the girls, to attend schools. Says a Dalit labourer from a village in Uttar Pradesh, India's most populous State: "Marriage becomes easier (if a girl is educated), teaching their children becomes easier, facing widowhood or divorce becomes easier."

Though child labour is a disquieting feature of both rural and urban communities steeped in poverty and illiteracy, reducing millions of children, denied of access to education. to carry the burden of work too early for their young shoulders and growing minds, there are many children willing to learn even while helping parents at home or in the fields. But what galls these children and their parents are the conditions of these schools, if such schools are available, and what is taught there. To be born poor in India is a curse and when we know their lot even in the Capital in terms of the poor infrastructure in education, their predicament in the villages in UP, Bihar and elsewhere could be horrifying. This explains why there is poor enrolment and a rising dropout rate. A few States in India tried to retain the students with the attractive scheme of midday meal scheme, but which children would like to study in schools with ill-motivated teachers, ramshackle classrooms, or schools pretty faraway from their homes (posing risk to young girls), a lacklustre curriculum relevant more to an urban milieu than day-to-day activities in their village? How many parents, who wouldn't mind a large brood of children to help the mother at home and the father at his workplace, can afford the costly textbooks, stationery, uniforms and the like to send their children to the school? The PROBE survey shows that if all children aged 6-10 in Bihar went to school, there would be 133 of them in each pucca classroom! Conditions in Bihar being what they are now, can we hope that things will take a turn for the better at least during the second half of the 21st century?

A lot depends on the political will, but such a political will will not be forthcoming with the prescrit drift in India's political spectrum. But where there is determination and political will, things could change for the better. For instance, Himachal Pradesh whose illiteracy rate in 1951 among 10-14 year olds was the same as that of UP, MP, Bihar and Rajasthan, has achieved a virtual miracle in terms of rising literacy, thanks to the commitment shown by successive State Governments. The percentage of illiteracy in the 10-14-year group is only 10 per cent compared to 43 per cent in the four other States. HP has also nerrowed down the gender differences in illiteracy and the State's teacher-pupil ratio is twice higher than the all-India average. This record is in no small measure due to a per capita expenditure on education, double the all-India

average, the high degree of cooperation between the teachers and the parents, the social cohesion in the hill communities and, on top of all, a political leadership committed to education.

Madhya Pradesh has shown that both learning and teaching could be a thrilling experience when it introduced, in 1992, what came to be called the child-friendly school (Bal Mitrashala) as part of the concept of Shikshak Samakhya, the teachers' empowerment programme. Here is a different school where the planners and officials have placed their total faith in the teachers at the grassroots level. Here in the new setting the teachers develop their own model of teaching, and children too enjoy the 'fun' of learning, untrammelled by the hackneyed and dismal rotelearning process. It is a 'joyful learning' shared by the teacher and the taught. First introduced in 1992 in the 186 schools in one district in MP, as the strategy became popular it was replicated in other districts in MP and ten other Indian States. MP set the trend with the help of UNICEF, UNDP and UNFPA and soon our neighbours like Bangladesh, Pakistan and Nepal found that the idea of child-friendly schools could sprout in their soil too.

If HP and MP can do it, why can't other States that still lag behind in primary education? The HP experience shows that, given the right ambience and commitment. India can change the situation for the better. That total literacy and education, even with relatively lower per capita income. has a multiplier effect has been shown by the Kerala model, as per the findings of the World Bank, WHO, UNICEF and UNESCO as well as the analysis made by Prof. Amartya Sen. According to UNICEF's report on The State of the World's Children 1999, "In the southern Indian state of Kerala, where literacy is universal, the infant mortality is the lowest in the entire developing world-and the fertility rate is the lowest in India." All children in the age group of 10 to 14 years in Kerala are literate. The State's life expectancy is 71 years for males and 74 years for females. The fertility rate in Kerala is 1.8, one of the lowest in the world, and infant mortality rate 17 and 16 per thousand for boys and girls respectively. And all these achievements, despite low income levels in the State compared to the per capita income in States like Haryana, Gujarat or Punjab!

The National Policy on Education, 1986 and the Programme of Action, 1992 envisage that free and compulsory education of satisfactory quality should be provided to all children up to the age of 14 years before the beginning of the 21st century. A pipedream indeed ! During the regime of the United Front, the 83rd Constitutional Amendment Bill was introduced in Rajya Sabha to make the right to elementary education a fundamental right and a fundamental duty. The fate of the Bill is still awaited.

We have impressive statistics on education: 590 421 primary schools, 171,216 upper primary and 98,134 high schools, 6,569 colleges for general education, 1,354 professional colleges and 226 universities, as in 1995-96. For the 150.7 million children enrolled in 1995-96 in the age-group of 6-14 years, there were 2.90 million teachers.

What Lincoln said about the conflict between slavery and freedom in US on June 16, 1858—"A house divided against itself cannot stand"—is true of India of 1999 caught between the paradox of high technocrats, IIT professionals, MBAs, graduates and other literates and another India overflowing with an illiterate population of more than 400 million—or the combined population of USA and Russia. Can India sustain itself—progress economically and socially—with the widening hiatus between the educational haves and have-nots?

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Continuing the Special Section on 'Southing Abroad', we are giving specific information on various courses as all all the process of the emouned and important destinations for studying abroad. This exclusive feature provides a destailed coverage of the procedure of admission is useff as appears services for estatute in terms of counselling for studying at the University of Humberside in the University of Humber

#### **United Kingdom**

Still the bastion of learning, the United Kingdom boasts of some of the oldest and most reputed centres of education like offord, Cambridge and Aberdeen that were founded in the 14th and 15th centuries. Of

late, new universities have been established in the United Kingdom; they offer a host of under-graduate and rost-graduate courses in various disciplines, point or combined degrees to students. In this issue, we shall quaint the readers the University of imberside

## University of Humberside

The University of amberside is a great ace to be a student, ath the cost of living tractively low and a aderange of activities ad entertainment on ter, the four main impuses of the aversity—three in

ull and one in Grimsby--have large udent populations and the presence of so any young people has done much to intribute to the cultural and social tality of the region. The courses offered wer a broad range of subjects, both totessional and vocational, at Foundation, ertificate, Diploma. Degree and ostgraduate level with opportunities for udy in Europe.

Humberside is a geographic region arounding the Humber Estuary, midway etween London and Edinburgh in the orth-east of England. It is easy to reach

whether by rail, road, boat or plane. Railway stations in Grimsby and Hull provide rail connections from all parts of the United Kingdom. Hull is just two-and-a-half hours by intercity train from London's Kingcross.

The total student population of the

#### Single Subject Degrees

The single subject degrees currently available are BA (Hons) Administrative Management, BA (Hons) Architecture; BA (Hons) Business Information Systems; BA (Hons) Communications; BSc (Hons)

Communications; BSc (Hons) Computing; BSc (Hons) Countryside Management; BSc (Hons) Equine Management; BEng (Hons) Engineering; BSc (Hons) Food Science; BSc (Hons); BSc (Hons) Food Lachnology; BΑ (Hons) Graphic Design; BA (Hons) interior Design; BA (Hons) Management Sciences; BA (Hons) Marketing, BA (Hons) Media, BA (Hons) Museum & Exiabition Design; BSc (Hons) Psychology; (Hons) Social Policy; BA (Hons) Social Work, BA (Hons) fourism.

#### **General Information**

Academic Year: The academic year in Britain runs from late September/early October to June, usually with a month off at Christmas and Easter.

Cost of Study: Most British courses give value for money because they are shorter and more intensive than similar courses offered elsewhere, thus reducing living expenses and time spent away from home, indicative costs of studying to Britan per academic year are —

Fees: Arts: \$6,210; Science: \$8,130; Medicine: \$15,660

**Living Costs:** \$6,000. International students are entitled to comprehensive free health treatment under the National Health Service for courses that last longer than six months.

How to Apply: Applications are made through a computerised national system known as the Universities and Colleges Admission Service (UCAS). Students must complete a single UCAS form which allows them six choices of universities and courses so that they don't have to make costly and time-consuming multiple applications. UACS forms and prospectuses of institutions are available at all British Council offices in India.

When to Apply: UCAS forms'should ideally be submitted before December 15 of the preceding year. Students can start applying even if they have not received their secondary school results. However, even after December 15, applications can still be processed in the normal way until June 30. After that, applications will be handled through the 'clearing' process. It is important to note that for Oxford and Cambridge, students must apply before October 15 of the year; receding their year of proposed entry.

University is about 13,000 with an equal number of non-mature (under 21) and mature (21 or over at entry) students. Of these, about a thousand are international students at present.

The University offers (i) single subject degree; (ii) joint subject degree; and (iii) combined subject degrees along with employment and career progression programmes as well as opportunities for personal development in general skills and competencies such as communication, group work, time management, leadership,

#### Joint Subject Degree

You may prefer to study two subjects for your degrees, for inclance BA (Hons) Law and Criminology or BA (Hons) Information Systems and Administration. In this case, you will follow a more prescribed programme of study within each subject area, with less unit choice but with a great subject range within your degree. The following subjects are studied in joint subject degrees: Accountancy, Administration; Applied Social Science, Architecture; Combined Studies; Communications, Computing: Criminology, Economics;

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Combined Subject Degrees

A number of degrees are awarded to those combining a greate range of subjects and who choose to achieve a wider base of knowledg rather than study one or two subjects in greater depth. These are BA (Hons) Applied Social Sciences; BA (Hons) Business Studies; B. (Hons) Combined Studies; BA (Hons) Management Sciences.

Support Staff & Library Services

All students at the University of Humberside are expected t develop appropriate IT skills. Learning Support staff have develope a range of open learning units to help you do these. The librar services provide access to a wide variety of information and materia essential for your studies. Four libraries—one at each campus—contai learning resources relevant to the courses taught at that campus. Th total number of volumes available are some 170,000 with subscriptior to over 1,000 periodicals and other specialist information which ensur that you have the latest information at your fingertips.

#### **Student Services**

The Department of Student Services and the Careers Sarvice are there to support and help you during your time at the University A full range of services are offered dealing with any problems conquiries that you have, be they financial, health, personal conquiries that you have, be they financial, health, personal congressions.



professional. The Advice Service offers practical advice and assistant on anything from benefits, education, finance, grants, housing, legaratters, taxes to issues affecting both overseas and European Unio students. The confidential advice thus rendered will enable you the save time, money and any unwanted stress. The Careers Services has the expertise and resources to help smooth the path for you.

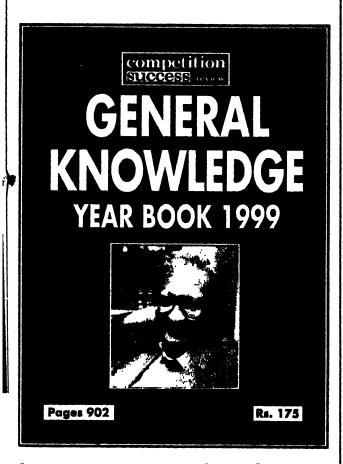
#### Entertainment

Entertainment is plentiful in Hull, and the cost is on the right sid of a student's budget. The student scene has kept pace with moder trends and innovative style. Spacious nightclubs, multi-scree cinemas, theatre and a number of sport and leisure venues offe concessionary fees for students. Hull City Council's 'Recreation Pass allows tree access to a number of public facilities—swimming, mult gym, 18 hole golf course. Soccer, county cricket, horse riding, water skiing, wind surfing, canoeing, sailing, cycling, walking, fishing, gold tennis and many other extracurricular activities are available to the student community.

For further details, write to: The Education Liaison Department, University of Humberside, Southcoates House, Cottingham Road, HULL HY6 7RT (United Kingdom).

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# RSONALIJUS LA PATIL - DESIGNED BY NILUFER PALIA

competition, success review

f all young ensemble designers, Azeem Khan has made a remarkable impact in the fashion industry in 1998-99. He has brought the fine art of embroidery and bead work to such excellence that his designs now sell internationally. Azeem is born into a family of textile marketers. Trained in the United States, he used his family business and his state-of-the-art knowledge of the international fashion business to create a revolution in India's fashion world. Swarovsky crystals, semi precious gems, beads, pearls and gold and silver wire-work are used profusely in his delectable creations.

"Our films have given many designers a strong new platform to launch style," he says, "Today's film stars like Madhuri Dixit, Kajol, Manisha Koirala and Urmila Matondkar as well as male stars like Govinda, Sunil Shetty and Shah Rukh Khan work with designers like Abu Jari, Anna Singh and Manish Malhotra to create unique clothes. They wear Versace, DKNY, Tommy Hilfiger and other designer styles. The concept is that these glamorous women and men have beautifully sculpted bodies and

clothes are created to show them off. Since the fitness fever runs high just now, many young people copy these clothes and thus designer styles become popular in every class of society at several price ranges."

What Azeem Khan says is absolutely true. Hindi films have, for decades caused the barometer of fashion to go up and down. Time was in the fifties and sixties when stars like Nargis, Nimmi, Waheeda Rahman and others set trends like Chinese collared blouses, shirt collared cholis and sarees or ghagra cholis of imported chiffons and georgettes. Then came the seventies and eighties ruled over by Rakhee, Sharmila Tagore, Hema Malini, Dimple Kapadia and others. They are remembered more for their ability to emote rather than to set fashion trends.

Times changed once again with the late eighties and nineties. Beauty contests, fitness, great bodies

FASAILA TRENES

For decades, film stars have initialled fashion and beauty looks, says Azeem Khan, this year's most acclaimed young designer

by Vimla Patil



and revealing clothes became suddenly acceptable women. They were now prepared to spend money to look good and feel good too. This was the time when many designers made their debuts in the Indian market and began to seriously project fashion as a lucrative industry. With the winning of international beauty crowns by Sushmita Sen and Aishwarya Rai. Indian women came a

full circle and fashion and beauty became an integral part

of their lives. The film stars –
Kajol, Manisha Koirala, Juhi
Chawla, Karishma Kapoor,
Urmila Matondkar and others of their generation came from affluent backgrounds. They knew the importance of well

sculpted bodies and had good taste in clothes and make up.

Azeem Khan, whose new spring-summer collection was acclaimed recently by style gurus, has made it to the international market. His designs are sold in South Africa, Britain and the US. "Designs or clothes will no more be limited to any one country in the future," he says, "Every culture has lovely

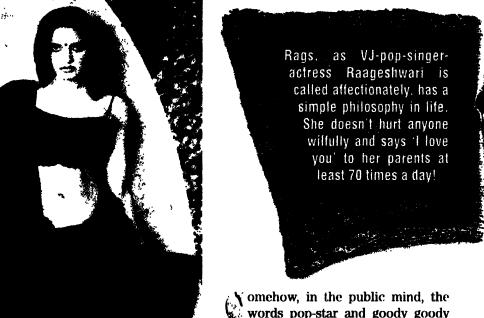
concepts developed over centuries and people will choose beautiful clothes, if they are comfortable and happy wearing them. I have successfully sold my ensembles to celebrity women like Hillary Clinton, Demi Moore and others."

"Clothes should look as if a

into them. It's
a form of
possession,
belonging to
one another.
Creating that
bond, that oneness between
body and

body and clothes, is the essence of fashion," says Azeem Khan.

woman is born



omehow, in the public mind, the words pop-star and goody goody girl or a level headed, mature woman do not go together. Possibly, the reputation for a wild lifestyle and wilder attitudes which typify Western pop singers like Michael Jackson and others has traveled to India's shores together with their brilliant music. Added to this, possibly some Indian pop stars have also emulated their western heroes and acquired a wild reputation. Possibly pop music itself is perceived as being iconoclastic and representing the irreverent young generation of modern times.

If you, like all others, believe all this to be true, you should meet Raageshwari, because though she is one of the most successful pop stars of India at the moment, she's somehow different and refreshing!

"I was born in a middle class family which lives in suburban Mumbai. My father, though a trained musician, never got a real good chance in the film industry. My mom and dad left everything behind in Delhi and moved to Mumbai soon after marriage for my dad's passion for music. But finally he had to take a government job to look after us when we were born," Raageshwari says, "My mom too grabbed the first job as receptionist to look after the home, me and my elder brother Rishabh. We never saw any tight fisted behaviour from my parents nor did we hear any complaints about



bad times. Only sometimes, we would hear our parents discussing how they were doing their best to make the money stretch and we would become wiser. We were fed well and educated well. Our unit was close knit and we were like a group of friends. The only connection to my father's dreams of music were our names – Rishabh and Raageshwari."

Then as Rags finished her tenth class from a Mumbai school, she was offered her first assignment with Bobby Deol. At the screen test, Shekhar Kapur, who was to direct the film, instructed her to hug the hero and the chit of a school girl was awkward and shy. She did not make to the film but her screen test was seen by someone at Star TV's V channel and she was called for a screen est for becoming a VJ. "That was the first time I talked to an outstretched palm which played the camera," she jokes, "I learnt that talking and emoting before the camera is the most important skill an actor must possess. I landed the job of VJ for the muchhyped BPL Oye show after Ruby Bhatia and Neelam had set the standard."

Meanwhile, Rags had done two very successful films, Aankhen with Govinda and Tu Khiladi Main Anari with Saif Ali Khan and Akshay Kumar. Though both the films were super hits, Rags did not move much ahead into a film career. "Many roles were offered to me but they consisted of only a few scenes in each film with an appearance in the climax. I did not like what was offered," Rags says. Just then she made

her music album Duniya with her father as the lyricist and composer. It was such a runaway success that Raageshwari's career was automatically charted out. She had made one album of patriotic songs earlier but Duniya, with its meaningful words and fresh-as-dew approach to youth, was an instant success. Rags signed up with HMV and made yet another album called Pyar Ka Rang, which has been equally successful.

"At present, I do the Ek Do Teen countdown show on MTV and sing at least two concerts every month," she says, "I have a complete team of dancers, musicians, choreographers, lighting and sound technicians who travel with me. I recently came back from Australia. Yes, I would like to do films. But my image now is that of a straight, gentle girl next door, not a glamour doll. This image of a family-oriented girl, who dresses rather sedately, does not sell in Hindi cinema. I can travel in buses or taxis with comfort now, but not if I am a star. I don't mind this image because that's what I really am. I'm pleased that there is more money in the family now and life is easier for my parents. My father is now into music and Rishabh is looking forward to directing a film. My mom still works hard and is the mainstay of our family. I love my parents very much and tell them so every time I talk to them at home or on the mobile. I think all young people love their parents deep down but in the race to the discos and the pubs, they have forgotten how to run a relationship with elders. I know many girls who shout inhumanely at their parents. I can't imagine how they do it."

Rags thinks that music videos have become a 'make-quick-money' business. "But this will settle down and real talent will survive," she says, "People with great sensitivity are coming into the pop music video world and the effect is already evident. Music channels have realised that totally Western disco music does not work in India. Colonial Cousins (Krishna), Sonu Nigam's Sanskar, Rajshri's Yeh Hai Prem and other videos are great directorial successes showing the path for Indian music industry. Our art must adhere to our culture to make the point that pop music is not a dividing force for families. All members of a family, irrespective of age, should be able to enjoy this genre of music like any other. These videos relate to the Indian psyche

and show our youth how to have a touch of Western culture while preserving our own treasure of family values. I think these values make India a great country and young people must cherish them in spite of new trends and views. I myself am totally Indian in family values. I don't hurt anyone wilfully and I tend to gather soft, smiling people around me in my work and social life."

Raageshwari, at 23, is a keen businesswoman who manages her money with her parents. She is fun loving but has level headed attitudes!





Eating a wide variety of foods is important for good health. A balanced diet should help you to maintain a steady body weight, a good level of energy and develop resistance against infections...

ating enough to maintain a steady body weight is very important. Eating less-than-needed food can increase your risk of disease and being overweight affects your mobility and well being. To design a healthy diet for yourself, the following information is extremely useful.

Vitamins and minerals are sometimes called the micronutrients. This is because our bodies need them in small amounts. However, despite this, they are very essential and we need quite a range of vitamins and minerals for good health. Some vitamins and minerals make up a significant proportion of the body's structure, tissues and fluids. For example, the calcium in our bones and the iron found in our blood are the mainstay of our health. Others are vital for the countless chemical reactions which occur in our bodies every day, to keep them functioning normally and carry out all the processes necessary for life. With the exception of one or two vitamins which our bodies manufacture, all other nutrients have to come from our daily diet. Even though some vitamins and minerals are highly publicised and therefore familiar to us, all are important for our health and often work collectively to strengthen body health. For example, calcium and vitamin I) are nutrients which combine to make strong bones.

How can we be sure that our diet contains enough vitamins and minerals? The key to this question is to eat a variety of foods. This is because while some nutrients tend to be found in substantial amounts in certain groups of foods, such as vitamin C in fruit and calcium in dairy produce, other nutrients such as the B group vitamins are found in small amounts in a wide range of foods. If we make healthy choices from this variety, we are less likely to miss out on any one particular nutrient.

#### Our blood:

Iron makes up an essential part of our red blood cells, which carry oxygen around the body. Vitamin B12 and folic acid are needed to ensure that the red blood cells are correctly formed. Protein, vitamin B6, vitamin C and copper are also involved in the formation of red blood cells. Vitamin C also helps us to absorb iron from our diet. In anaemia, the blood cells do not contain enough iron so the oxygen they can carry is reduced. So when the need for oxygen is increased during exercise, people with anaemia can easily feel tired and breathless. Anaemia is caused by a diet deficient in iron, B12 or folic acid.

#### General good health:

The B group vitamins, thiamine, riboflavin and niacin are needed to help release energy from the food we eat.

Together with vitamin B6 and B12, they are important for health. Vitamin A helps the correct development of blood cells. It helps us to see in dim light and keep our skin healthy and to fight infections. Vitamin C helps to have a healthy skin, gums, blood vessels and body tissues. It helps wounds to heal. Vitamin C and E and the mineral selenium act as antioxidants and protect our body from damage. Carotenoids are a type of vitamin A which also acts as an antioxidant.

## Where do we find vitamins and minerals?

Vitamin A is found in fish, full fat milk, butter, carrots, green leafy vegetables and fruits. The B group of vitamins are found in meat, fish, wholemeal and white bread, pulses, nuts, milk and eggs. Folic acid is found in leafy green vegetables. Vitamin C is found in fresh fruit and vegetables, particularly citrus or soft fruits, salad vegetables and cereals. The main source of vitamin D is sunlight on our skin. Fish, eggs and butter also provide this nutrient. Vitamin E is found in vegetable oil, eggs, whole grain cereals and leafy vegetables. Vitamin K is found in cereals and leafy vegetables.

Calcium is found in milk, fish, white bread, pulses, leafy vegetables and dried fruit. Phosphorus is available in meat, fish, milk, cereals and vegetables. Iron is found in meat, leafy vegetables, bread, pulses, eggs and dried fruit. Fluoride is available in seafood and tea. Water also sometimes contains this nutrient. Selenium is found in bread, meat and fish. Sodium and potassium are available in all fruits and vegetables. Bananas are particularly rich in these minerals. Table salt is a good source of sodium. Other minerals essential to our health include iodine, zinc, copper, magnesium and chromium. These are needed in tiny amounts and because they are present in a wide variety of food, deficiency in these minerals is rarely found. Diet experts recommend that we cut down on fat, sugar and salt from our diet and increase the consumption of fibre.

Designing a diet with this information is easy because of the great diversity of foods available in India. One can eat delicious food without sacrificing any food values. A nutritious diet is necessary for creating the foundation of a great body. Exercise and a positive attitude to life do the rest of the work. The results are guaranteed to be fantastic!



ost people tend to neglect their hands, feet and nails. They think that nail care is secondary to face or complexion care. What they do not realise is that hands and feet are used more often than the face. Handshakes, holding hands, waving goodbyes – all these bring hands into limelight. Feet too are a barometer of good grooming. Therefore, well maintained hands and feet always get attention and are appreciated as much as a beautiful face!

A nail takes approximately 16 weeks to grow from root to tip, so miraculous overnight cures for nail problems cannot just happen. The best strategy is to give yourself a good manicure once in two to three weeks. Caring for your hands and nails should be as much a part of your beauty routine as caring for your complexion. Spending a minute on massage at least once a day keeps hands smooth and supple. Use almond oil or keep a jar of Vaseline handy. Keep hands upright while working in the cream to increase the blood flow towards the fingers, using upward movements. Almond oil rubbed in overnight is also a good pick me up for nails. Learn to give yourself a manicure at home. Here are ten easy steps to a home manicure. These are prescribed by Dilshad Panthaki of "Dilshads" beauty parlour, Mumbai.

- Invest in a good nail file and buffer.
  - File nails to a fairly short, square shape. Nails worn short and square last longer and do not chip as easily as pointed ones. Oval is old-fashioned!
  - Massage with cuticle cream.

- -Soak nails in warm soapy water for a few minutes.
- Justing a nail pusher, push the cuticle layer back gently. You may also use a manicure stick for this purpose.
- -Scrub nails gently with a soft nailbrush.
- اسر Use a buffer to take the yellow colour off your nails and to give them an attractive shine.
- Brush on a base coat which makes a smooth foundation and offers the added advantage of protecting nails.
- Brush on the polish of your choice in three strokes, first down the centre of the nail, then down each side. Apply two thick coats and a thin coat to finish.
- Use glitter over the top coat to give nails an added lustre.

This year, fashion decrees that light colours like mauves, pastels and nudes in glossy finishes are the summer-monsoon favourites. Body blues, pinks and peaches in shiny tones with glitter and crystals are really top of the popularity chart this season. Choosing the right nail colour is very essential. Like any other cosmetic, nail enamel should enhance your skin tone. The right colour can make your skin look bright and attractive and the wrong one could age it and make it look weary. Red is a neutral colour and complements any skin tone, whereas deep mauves, browns and purples only go with the right skin tones. If you are wheatish in colour, soft pinks and rose tints would go well with your skin. Avoid reddish purples. On very fair skin, mauves and plums are most flattering.





#### Here are some nail secrets:

- I Always use a nail polish remover which has no acetone.
- Allow nails a one week breathing period between applications.
- Always use a nail hardener to protect nails.
- 4 Use a calcium gel nail builder to strengthen nails.
- Always use a two-sided emery board (with one rough side and one smooth). Never use a metal file as it is too harsh on the nail roots.
- File in one direction only. Filing backwards and forwards shatters nail edges.
- Use speed driers and sprays to dry the nails within 60 seconds of application Say goodbye to the five minute drying time routine.
- Do not use your nails as tools for opening jars, removing staple pins or for dialling telephone numbers.
- 49 If your nails are prone to cracking, step up the calcium supplements in your food. A diet rich in protein (milk and cheese) builds up your nails.
- (C) Lastly, a regular manicure is a must do.

## Last, but very important, here is a list of what's in this season:

i. A French manicure. In this, nails are kept short and square. 4. Nude colours with glitter. 3 Pastels and peach colours.

#### And here's what's out!

- 1. Nails worn oval and pointed 2. Matching lipstick and nail colour are passé. Mix, don't match, are the key words. 3. Deep reds and purples are a no-no.
- 4. Nail biting is definitely out!

Well-manicured and well-cared for nails make hands look longer, slimmer and graceful. The size of your hands and fingers determine the length and shape of your nails. Nail lengths should flatter the size of the hands. The ideal length is about half a centimetre above the top of your nail. But there are no limits for those who want to experiment!

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Judy Skeats

All of us have to undergo the process of interviews before we land a job. Competition Success Review is proud to serialise for its readers Judy Skeats' celebrated international best-seller, How To Succeed In Interviews' to acquaint you with Interview Techniques, Assertion Skills, Psychological Tests and Body Language — essential features for success in any interview of personality test.

#### Sequential Interviews

Sequential interviews are a series of iterviews. They usually involve more time or the applicant, but may be useful to the organisation if not all the interviewers can be tree to see you at the same time, assuming that no general company mejudices exist, they should balance the organizes and bas of the interviewers too aguential interviews may be used where on have to 'pass' the first interview before leng interviewed by the second person.

"as u may have to be patient if you indergo sequential interviews; often you will be asked the same questions by each wish, so don't get frustrated!

As with panel interviews, sequential abordons are usually used where one person tests for general personality and whether you'll fit in with the organisation, to and another looks at the technical spects of your past unit the job you have a plied for. You have also have to meet smeene more superior.

of these factors mean that you may need more reserves of energy. It can be timing to see that you are saving the same thing to see a different people, you will need to a proper concentration for each Sequential stoylews can be more proping than panels, and interviewer feels that he/she has a more to explore your strengths and ordenesses.

## Stress Interviews And Other Indulgences

in stress interviews the interviewer matches your reactions whilst asking wkward questions and generally putting a strain on you. The interviewer may walk mit of the room to see whether you can plain your composure on his/her return, he she may be aggressive to see how you mut, or you may be asked embarrassing or plensive questions.

Thankfully, stress interview; are rarely seed as part of the normal selection process. It interviewer who tries these factics will set that he/she deserves. Many people where that this type of interview is not only ally unprofessional, but also that the lifetimeter attempting these factics can break assess the person objectively. In iddition, as many good candidates are not repared to accept this behaviour, the imployer actually ends up with inferior and idates who are prepared to put on an

act. Stress interviews are not good PR for the company.

If you are asked questions like this, retain your clam at all costs and consider carefully whether you wish to work for an organisation which uses these tactics! If you icel that the questions have gone far beyond the bounds necessary to assess you for the job, say so slowly and politely. Ask to be told the reason for the question(s) without sounding aggressive yourself. If you are not satisfied say that you do not wish to waste your time any further, get up and leave slowly. Don't rush or slam the door, If this really is only a test, you may be recalled with an apology or explanation If not, consider yourself lucky to have found out about such a bad company before taking

One of the techniques sometimes used in interviews (and favoured by journalists in the past' was using silence to make the individual say more. Silence can be very uncomfortable, but if you are contronted by one don't feel obliged to waffle on. Ask the referviewers what further information they require on the last point or whether they wish you to expand further, thereby putting the onus to talk back on them. Don't be pushed into saying more than you want to or rabbiting on endiessly. The golden rule in interviews is it you have nothing to say, say nothing. Anything extra is more likely to detract from your presentation than to go in your favour

Another gammick, favoured by interviewers of sales-people, is the 'self me this' tactic. The interviewer may well then hand you a pen or other implement. There is a school of thought which feels that this only tests whether the candidate is goodnatured enough to play silly games. Indulge the interviewer if you wish! Selfing most products is not that simple, however, and the interviewer will know that you wish to study the market and the benefits of the products, to examine the possible objections to be overcome in potential clients etc., and be more professional.

Sometimes the interviewer may ask you to sell yourself (though they do very rarely ask this openly). If you think you are likely to encounter the sort of question, think back to the self-analysis you will have done before applying for the pest. Try to put across your good points without boasting, but also without sounding too timid. Be definite about your strengths and not apologetic

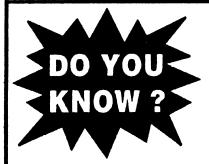
about them. Don't look to the interviewer for encouragement if he/she has asked you this kind of question. If you know that one or two of your weak points cannot be overlooked, find a way of compensating for them, 'I don't have the qualitications you asked for but I do have a years' experience in y, which has taught time ....' Keep your answer brief.

## Interviews With Employment And Recruitment Agencies

In some cases, you will be going to the agency having answered an advertisement for a specific post and been invited for an interview. It so, it will be up to the agency to screen all the applicants (that is, to do a preliminary interview and assessment) before you are then referred on to the company to undergo their selection procedures. This initial sifting saves the company a lot of time if they are expecting many applicants, and they know that the candidates they will see are the best of the people who applied. In other cases, you may be just passing the agency and feel attracted by a job that they are advertising in the window or may be going with no specific post in mind at all, but just to see what they have available.

Even it you are not talking to the agency about a specific job, it is essential to impress the interviewer. All the other do's and don'ts mentioned for interviews, including appearance, are important. You must establish a good relationship, show enthusiasm, be positive about your experience, recognise your shortcomings, etc. The interviewer's impressions will determine whether you are put forward for vacancies later.

Before going to this interview you will need to think about exactly the sort of job that you are seeking and what kind of salary and conditions you are expecting Don't expect the interviewer to tell you what you want. Make sure that you also tell them what you do not want. Employment agency recruiters are not trained to be careers guidance counsellors. That said, they may be able to make useful suggestions and may have thought of things that have not occurred to you. Always ask at the end of the interview if there is anything that they can think of that will help you in your search for a job. In some cases they may tell you that your expectations in terms of the job or



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he salary you want are too high. It is up to you to decide whether o accept the advice or not. Cynics may say that it will be easier for hem to place you in a job if they persuade you to lower your sights bit.

If the interviewer seems jaded or disinterested and you are not here to talk about one specific job, change the agency. Specialist igencies now exist for all sorts of jobs. You need to be sure that your interviewer will be your advocate, and that he/she will be able to convince a prospective employer that they should see you. Son't be pushed into going for interviews for jobs that you are really not interested in. Your time is valuable and attendance in hese circumstances will dull your senses so that you will forget to concentrate in interviews that do matter. Similarly, don't be pushed not going for interviews where you know that you can't do the job or don't have the qualifications, etc. This will destroy your confidence.

Take a good CV with you if you have not already sent one. Some agencies will reproduce this without your address or telephone number on, so that the prospective employer has to deal with them rather than going to you direct. Some will ask you to fill out an application form so that the information is in a format they can find easily; if you have a CV with you, it will be that much easier to remember exact job titles, promotions and dates, etc.

Interviewers at agencies may be much more direct than others. If they are doing their jobs properly they need to assess you, your skills and experience accurately so that they do not put you forward for a job to which you are not suited. The reputation of their agency and their future business will depend on it.

#### Group Selection

Organisations which use group selection methods will expect to pend a lot of money on the successful applicants. Group selections and assessment centres are expensive to rim. These proceedings of the take a day or two. They are often used for executive posts or where the job may put a strain on you, for example, in terms of attentive travel or living abroad for a while (it would be very expensive for the organisation to recall you if you could not cope with the strain). These selection processes are also often used for obstauch as management of public houses, where your working life a very closely related to your private life and your partner may liso be involved too.

Assessment centres use a combination of performance tests, group children, interviews and pen-and-paper tests. During group selection rocesses, you may encounter one-to-one and group interviews, raderless group discussions on set subjects, discussion groups where no of the group is nominated as the Chairperson, etc. If you are hosen as the Chairperson, do not decline, but accept the consibility gracefully. You must retain control of the situation has sure that you give everyone in the group a chance to ave his say. If you are not chosen, don't take over from the person ho is. Don't act. If you feel that you are not getting a chance to ut your point in a group discussion, say so calmly but firmly and hen make your points succinctly. Don't criticise other members of he group or make fun of them.

If you are likely to have to undergo group selection tests, try to et your general knowledge up-to-date and be able to talk about urrent affairs. Your interaction with others and ability to present assoned, lucid arguments will be tested. There may be exercises there you are watched by a number of assessors. Try to be natural—the assessors are trained not to miss anything relevant so you still not have to show off in order to capture their attention. Assessors any also be watching your ability to persuade others and your adership qualities. Be considerate to other members of the group. You may also be asked to give presentations or talks (usually ally for a few minutes but this can be fairly daunting if you are not sed to it) or take part in team exercises, etc.

If your ideas and thoughts are vague and unstructured and you a general lack of awareness, this will be more apparent in oup selection exercises than in a one-to-one interview. Don't try merge with the wallpaper either, or sink into the background, as its will be noticed. You must be willing to take part in the exercises. You may be given group exercises where you have to build indiges, design towns, etc.: all these are set to assess your ability to ork in a team and cooperate. Any extreme or aggressive behaviour

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will be noticed and looked on unfavourably. If you think it very unlikely that you will react this way, be warned: these exercises have a tendency to make everyone sweat, particularly if you are told that you are competing with another group or being timed to find a solution to the problem. Observers will be looking at who participates, who drops out or withdraws from the group, which members of the group encourage others, who leads, who summarises and keeps the group from going off at a tangent and who coordinates in situations where the group subdivides to look at different aspects of the problem.

As these tests are often run over a period of time, you may well be involved in the 'social' parts, such as taking a meal together. Even if you are told that this does not form part of the assessment, do not be caught off your guard. Slurping the soup, or other transgressions will all be noticed! Interviewers are human, they will not be able to forget awkwardness or unwise behaviour, so you should treat this part as seriously as you treat the rest of the interview and selection process. If you have been invited to bring your partner to a meal, or are undergoing the tests with him/her, remember that they will also be assessed. The employer may be looking for signs of instability in your partnership of just whether you will both give the right impression to potential clients if you have to take them to dinner, etc. Make sure that if the job would pose any difficulties for you, such as in terms of being away from home a lot, or relocation, you talk this over with your partner *before* the interview so that assessors do not pick up on your doubts.

#### Psychological Tests, etc.

Even if you don't have to go through a two-day battery of tests, you may be asked to do one or two at the interview. If you are not sure what it is designed to assess, ask.

Tests can range from simple, obvious ones like typing tests to see if you can do the job, to those which are designed to assess your personality or aptitudes. For most tests you will be given a strict time limit. If you are undertaking a personality test, don't try to be clever or to give the answers that you think the interviewer wants to see, unless you really know what you are doing—most of the people who analyse the test results can tell if you have done that. With intelligence tests, try to be fast but accurate. The questions generally get harder as you progress through.

If you are applying for a place on a graduate trainee scheme you may also be asked to complete an occupational interest questionnaire. Promotion applications may also be tested in this way.

Most tests fall into the following categories:

Knowledge tests/examinations: These will test your recall of factual information and may require analysis of the data. Tests may require different answers: multiple choice, essay style or numerical ones.

Aptitude tests: These are used to see whether you are able to develop particular active skills, to see whether you are capable of doing something you may not have tried before, or to see if you are able to develop logical arguments using reasoning. These tests are used to see how people actually behave and to help the interviewer assess how you might react in certain different situations.

Personality tests and interest questionnaires. These are used to give an idea of your personality and motivation. Your 'scores' on a personality test may be compared with the normal average pattern for successful individuals in that industry or type of occupation.

Trainability tests: These check on the likelihood that you will be able to learn how to do the job.

Performance/achievement tests and simulations: These test how you actually do the job.

There are varying methods of testing for all kinds of things and you may be asked to do anything from putting coloured balls into the right places to describing what pictures you see in an ink blot. The variety is fascinating! If you want to know more about this, find a good book on the subject, but as a general rule you won't be able to influence the results too much. So just try to relational do your best.

One last note about tests: if you are applying for a post in the Forces you may also have to undergo a test of your physical stamina.

(To be continued)

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#### Improve Your Personality

(Continued from page 53)

should no more be presented in rags, tatters and dirt than your own person should." And there is only one way to learn how to use words, and that is to use them.

Yoice and words attract attention. But to sustain the attention of the listeners, you must get them interested. You must arouse an interest in them and make them want to hear what you have to say. They will be only too eager to hear what you have to say. In fact, they may take a lot of trouble and put themselves into a great deal of inconvenience in order to listen to you, when they know what you are going to say concerns them personally and all in their favour, all in appreciation. Appreciation makes people feel more important and happy than anything else you can offer. Everybody likes to be appreciated, be it a child, an adult, a grown-up or an old one, man or woman, boy or girl, educated or uneducated, rich or poor. People crave it so passionately that they are willing to pay any price to earn real appreciation. You and I are no erent and want very much to be appreciated. But the appreci i should be genuine and not phoney. It must be sincere and come from your neart. Not only your words but your voice als must express the appreciation spontaneously, naturally and deservingly.

What to appreciate? This is no problem at all. If only you take he trouble to observe a person carefully, you will find hundreds of hings to admire and appreciate truly and sincerely. The truth is hat each one of us, craving for appreciation, takes such a lot of Table to impress others in a thousand ways. We dress, we talk, we build our muscles, we own property, we show affection, we ondemn, criticise, praise and eulogise, to show ourselves off and arn appreciation. You can appreciate people for what they ire, what they do and what they have got. When I receive etters from you that you liked my article, you found it to be true, rou practised it and benefited from it, they mean such a lot to ne I feel elevated. When someone shakes hands with me and emarks that I have a firm grip, that I have great strength and so in, I feel very happy and want to hear more. When you show appreciation to what I have given you, I am urged to give or do nore for you.

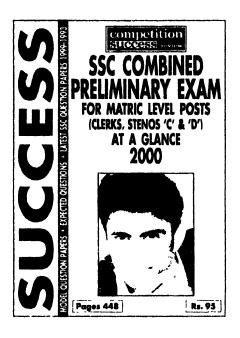
When you want to appreciate you are forced to think about the their individual and concentrate on his good points. This is extremely important. If you want to criticise him, you will oncentrate on his weak points. You start thinking about him and not about yourself. You turn your attention on his reemplishments, possessions and gifts It compels you to recognise importance.

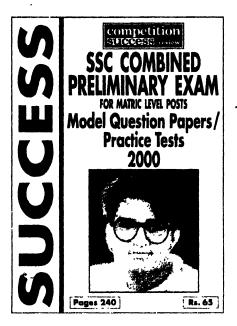
Appreciation is not reserved only for big things. On the other land, you should be liberal in showing appreciation. Etiquette and nanners are nothing but disciplined appreciation. To show respect belders, aged people and women is to appreciate some factor onnected with them. When you meet people and greet them, you aust observe the rules of etiquette and your manners must remain appeccable. When people offer you a seat, when they enquire about our welfare, you must say 'Thank you' to them. When you want bask something, make it a request supported by the word 'please'. Appreciation is the easiest and best way of getting along with people and make your personality felt by them. When you show preciation, people will be glad to do things for you.

Your voice and words will go waste if they are not channelled provide appreciation. You must be well-mannered, considerate nd thoughtful to show appreciation automatically as a matter of abit. This habit of being thoughtful and considerate towards others ill change you into a nicer, pleasanter and more charming conality. "Serving the needs of others" is the great secret of successful personality. When you earnestly seek the good in hers to give appreciation, you will find them discerning your resonality in a favourable and winning light. Voice and words, edded to true and sincere appreciation, will project your resonality in favourable light and build you up as a successful ader.



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## **Indian National Movement**

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## Birth Of Trade Union Movement And Communal Politics

## Working Class, Peasant and Youth Movements

The working class became not only well irganised but radicalised and politicised. the Russian Revolution gave a new impetus ind broad horizon to the working class novement. On October 31, 1920 was born he All-India Trade Union Congress, the first entral organisation of trade unions in India. is first session was held in Bombay under he presidentship of Lala Lajpat Rai. At the second session, a resolution was adopted hat "the time has now arrived for the ittainment of Swaraj for the people of India". The fourth session was presided over by C.R. Das and the fifth by D.R. Thengdi. 🏰 Andrews was elected President, N.M. ਕਿਲੈਮ as Secretary and V.V. Giri as Vice-President among others.

The working class was very active in 1920. In lanuary 1919, there was a general strike in textile industry in Bombay involving 125,000 workers. Other powerful strikes took pace in industrial centres like Kanpur, Sholapur, Calcutta, Bombay, Madras and Ahmedabad. All these strikes in 1920 had been followed by increases of wages ranging from 10 to 30 per cent. To terrorise the hovement, the Government staged the kanpur Conspiracy Case. The antifationalisation strike of Bombay workers in

1928 culminated in the historic strike of 1929 lasting for six months. In 1928, Jawaharlal Nehru was elected as the President of AITUC, with S.A. Dange as an Assistant Secretary. In 1929, the Government gave another blow to the inovenient by arresting militant leftist trade union leaders under the Meerut Conspiracy Case. Of the 32 leaders arrested, 18 were office-bearers of the AITUC. A special ordinance, the Public Safety Bill, was issued by the Governor-General to "curb Communist activities in India".

Similarly, the peasantry was organised under the All-India Kısan Sabha. In 1925, the first conference of the Communist Party of India was held. The Workers and Peasants Party was leading the working class and peasantry, particularly in Bengal There developed leftist and radical groups in Congress also under the leadership of Jawaharlal Nehru and Subhash Chandra Bose. The youth and students conferences became an annual feature. The Communist and Socialist ideas were becoming popular. They were all working for the treedom of the country and brought a dose of militancy to the nationalist movement. Revolutionary activities were forging ahead. The revolutionary party under the leadership of Bhagat Singh had captured the minds of the people of Punjab. He threw a bomb in the Central Legislative Assembly. It was symbolic--an expression of anger of the people of India against British imperialism. The heroism of Bhagat Singh and the selfsacrifice of Jatin Dass electrified the political atmosphere of India.

#### **Growth of Communal Politics**

The Hindu Maha Sabha became politically active The Muslim League became more and more communal and obstructive. The emotional demoralisation of the people resulted from the failure of the Non-Cooperation Movement. The constructive programme of Candhijistemperance, anti-untouchability, spinning, cottage industries—could not satisfy the hunger of the starving millions. The British Government utilised the opportunity to fan the flames of communalism. Communal riots became a regular feature after 1923. The tempers of the people were frayed.

The Shudhi and Sangathan movements of the Hindus and the Tanzim and Tabligh movements of Muslims became strong and came into direct clash with each other. Each excited the other Bureaucracy engineered communal riots and fully exploited the situation. The curning British imperialists used Hindu and Muslim fanatics to destroy



Lala Lajpet Rai

Bern to 1865 in Punjab, Lata Lajpat Karwas a stroatist to the core and led the boycott and m Cooperation Movements, He went to ngland in 1905 to explain to the British people he Indian viewpoint. On return to India, he was rrested and deported to Mandalay in Burma new Myanmar) where he spent a year behind the bars. Before the First World War broke out 1914, he went to the USA, but was not allowed return till the War was over Suffering rusonment every now and then, he never lost is nerve to fight for the nation's cause. Leading mammoth demonstration against the Simon 'mms-ion in 1928, he braved the lathis of the I and became a martyr so that his country ould breathe the air of freedom



Subhash Chandra Bose

A firebrand revolutionar. Sobhash Chandra Bose was born on family 23, 1897 at Cutta.) He went to Ingalit in 1919 and was selected for the ICS. He soon came under the spell of two great Indians. Swami Vivekananda and Deshbandu Chittaranjan Das. He held prominent positions as President of the All-India Frade Union Congress, Mayor of Calcutta and as President of the Indian National Congress. In 1943, he took over the leadership of the Indian Independence League in Fast Asia and formed the Indian National Army (INA) to liberate India from foreign yeke and assumed its leadership on July 5, 1943. He is believed to have died in an air crash in 1945.



Mohammad Ali Jinnah

An ardent nationalist in the early scars of the 29h Century, Immobilator became one of the prominent leaders at the Moslan League, the organisation that claimed to be the sole spokesman of the Muslims in India and demanded Pakistan an exclusive land for Muslims In the wake of the partition of the subcontinent, Mobanimad. Mi Jimnah became the first Governor General of Pakistan. The theory that the Indian people consisted of two nations went against the entire spirit of Indian history, with disastrous consequences to follow. The subcontinent witnessed one of the worst bloodbaths in the name of religion. The Muslim League was hell bent on supporting the twonation theory

## Gandman Thought—Non-Possession

Gandhiji believed that if every one attempted to possess what he really needed and did not attempt to store for tomorrow, many of human moseries and inequalities in life would vanish. He, therefore, stressed upon the virtue of non-possession-meaning thereby, that we should not attempt to possess more than we really require. This act of non-possession would leave, enough for others. Gandhiji stated, "Nature produces enough for our wants from day to day, and if only everybody took enough for himself and nothing more, there would be no man dying of starvation in this world."

He further stressed upon the rational and sublime nature of virtue of non-possession by explaining, "Possession implies that the future A seeker after Truth, a follower of the non-possession by explaining, "Possession implies the provision for the future A seeker after Truth, a follower of the non-possession by explaining, "Possession implies then he non-possession by explaining, "Possession implies the head of the provide head and subtract the provide head of the possession by explaining, "Possession implies the head of the head of the provide head of the p



own possession and property within limits, the starving masses would be easily fed and there would be contentment all around.

Gandhiji knew well that the full realisation of principle of non-possession was no easy task. "Perfect fulfilment of the ideal of non-possession requires that man should, like the birds, have no roof over his head no clothing and no stock of food for the morrow. He will indeed need his daily bread but it will be God's business and not his, to provide it. Only the fewest possible, if any at all, can reach the ideal. We, ordinary seckers, may not be repelled by the seeming

impossibility flut we must keep this ideal constantly in view. Then he gives religious fervour to the doctrine of non-possession and explains that from the standpoint of purs Truth, the human body too constitutes possession. It creates desirt for enjoyment and only when we are able to eliminate the desirt and arrive at total renunciation, living only to serve, we get the real happiness in life. Gandhiji further enjoins that the principle of non-possession is equally applicable to thoughts. So if a man fills his brain with useless knowledge that turns him away from God, his thoughts become impediments for him in realisation of God. He also focuses our thinking to Gibs which teaches in it 13th Chapter that humility is knowledge and the rest is only ignorance.

he basic unity among Indians on the pretext of issues like Azans, peepal trees, animal daughter, temple, gurdwara or mosque properties, so on and so forth. Hundreds of housands of people were killed in such nots. There was unbridgeable discord between the two communities. The formunal problem overshadowed the political scene, India was led into a blind illey Communalism highlighted distinction, intagonism and separatism rather than inity, cooperation and communities ommunalism divided the nation and raused permanent harm.

The communal riots led to unity onterences and Gandhiji's frequent fasts. The most important of such conferences acre the Simila Conference, the Delhi Jonterence and the Calcutta Conference. An wil star seemed to haunt India's fate, for nothing emerged out of the apparently schools efforts. The parties, on a challenge thrown by the Secretary of State for India, appointed the Nehru Committee to produce in agreed constitution for India acceptable to both the Hindus and the Muslims.

The Nehru Committee report was widely welcomed. Flowever, the Communists could not agree e en ca such a reformest Constitution as was envisaged by it. The Maha, Sabha, was recalcutrant, and Mohammad. Ali Jinnah came out with his fourteen-point demands. The effort of political India to reach communal accord failed. The spiric of 1916 had vanished, never to come back. The political climate soon became bot. The Indian National Congress adopted "Complete Independence" in 1929 as the ultimate goal of the national movement at its Lahore session. The

Congress started the Satyagralia movement. The communalists were on the retreat. Communal riots were conspicuous by their absence. But such evils hardly die and communal discord, once again, emerged in its violent form with the failure of the political movement and treacherous designs of the British rulers.

## Boycott of the Simon - Commission

The dyarchy had failed. The Swarajists did their part in wrecking it, howsoever little it was. The working class youth and peasants were on the move Socialist and Communist ideas were spreading. The Ail-Parties Conference had appointed the Nellin Committee to produce an agreed Constitution. The Congress was moving from 'dominion status' to 'complete independence'. The Madras Congress of 1927 passed a resolution of 'Complete National Independence', Jav.aharlal Nehruand the Congress leftists became the Conoral Secretaries of the Congress. The All-Parties Muslim Conference of UP met in November 1928 and declared that the Muslims stood for 'the goal of complete independence" The revolutionary movement was spreading. Even the Moderates were demanding further retorns

The British Government was forced to appoint a Royal Commission, known as the Simon Commission. It added insult to injury People became furious. It was an all-Wlate Commission. No Indian was thought fit to serve on this Commission even though at that time there were two Indian members of the British Parliament—Lord Sinha and Saklatvala. All the political elements in the

country boycetted the Commission, excepthe stooges of British imperialism andichard communalists. A more conservative group in the Muslim League and the Flind Maha Sabha welcomed it. A resolution we passed in the Central Legislative Assemble on the motion of Lala Lapat Rai to hove the Commission.

The Commission arrived in Bombay i February 3, 1928. It was greeted with huita-Wherever it went, the cit, was deserte-Cries of 'Go back Simon", black flags, ant British processions and denonstration welcomed it. The things reached a pitch? Labore. The anti-Simon demonstration wi headed by Lala Lappat Rai, the Lion . Publish As he was standing at the head of the demonstration, he was assaulted at bit on his chest with a baton by a your fig.lish police officer. It sent a wave indignation throughout the country. Lap-Parsuccumbed to his injuries. It was anothhail in the coffin or British imperialish Leaders like lawaharlat Nehru and Gobin Ballabh Lant, too received the baton blew

in charged the political ofmosphere. In the with the agitational more Revolutionary activity was revived the Bengal and Punjab Bhagat Singh caugh the mind of the people. The English officer who beat Lajpat Rai was she dead in Lahore B.K. Datt and Bhag Singh threw two bombs on the floor of the Central Legislative Assembly. Bhag Singh's neroism vindicated the nation honour. It showed the resolve and his determination of the Indian youth to fe the motherland from the chains of British meetialism.

## Facing The Interview Board

(Right Approach)

#### The Candidate

Miss Beena Yadav is a cheerful and harming young lady. Though her omplexion is wheatish, she has the correct take-up to show herself in the most tractive light and impress others by her ppearance and carefully chosen dress. Her pecial attractions are her remarkable charm, weliness and enthusiasm.

Her light pink saree, matching blouse, legant hair style, cultivated carriage plus ier overall appearance contribute towards ier impressive and arresting personality. Her onvent-style pronunciation and perfect inglish, turn out to be her extra assets in telping her to make a strong impact on others.

Although she is the only lady candidate this day for the IAS interview and the est are gents, she is fully confident and oinpletely at ease in the company of the nembers of the opposite sex. We find her to be a ready and good mixer and an able onversationalist. She is the first candidate o be summoned for interview this morning and she takes it in her stride without any iervousness or apprehensions.

After taking leave of the other candidate vith whom she was engaged in exchange of information, she walks up to the interview from in her attractive style with full confidence. She gently knocks at the door of conform to the requirements of etiquette and seeks permission in a formal manner, asside the interview from she proceeds are fully towards the desk behind which the Chairman and the Members of the interview Board are seated. On approaching he seat meant for the candidate, she comes of a stop and thereafter joins her hands in he traditional 'Namaste' posture and greets he Board in a cheerful and audible voice.

#### The Interview

Beena: Good Morning to you all, please. There is also a lady Member in the Board. Hence he candidate preferred to greet them all jointly instead of differentiating them and repeating treetings as Good Morning, Sirs and Good Morning, Madam).



Chairman: Good Morning, Miss Yadav. Kindly sit down and make yourself fully comfortable. Please do not hesitate to ask us if you need anything like water, etc.

Beena: Thank you, Sir. (She sits down on the seat meant for the candidate with minimum of movement and without any noise. She adopts a posture which is relaxed and yet attentive. She sits creet, head up and back resting on the back-rest of the chair. Her legs are straight in front with feet pulled in. She remains observant

Nervousness is a common feature in those appearing for interviews, but once you seek to root out the causes of nervousness, you feel confident in facing the Interview Board. On analysis, one finds that nervousness is the offspring of ignorance—ignorance about the nitty-gritty of the interviewand fear as to what would happen if you fail to make it. But sincere preparation can spare you all the gnawing anxiety and once you are sure you have done your best, leave the rest to God.

and her eyes indicate interest and enthusiasm. The smile continues to play on her lips and she looks cheerful, invigerating and lively.)

Chairman: I see from your dossiers that you have graduated from the Osmania University, Hyderabad, but have taken your

Master's Degree in Economics from the Delhi University. Can you explain why did you migrate from Hyderabad to Delhi for your post-graduation?

Beena: (Smiling) Sir, my father was a Brigadier in the Army. When he was posted to the forward area, all the members of our family had to stay behind in Hyderabad itself which was his previous duty station. There was no family accommodation in the forward area to which he was posted on transfer. At that stage, I was already doing my graduation in the college at Hyderabad. Within a couple of years, my father completed his tenure in the forward area and was transferred to Delhi. I had still one year to complete for my degree. Therefore, I joined the hostel and my mother and younger brother moved over to Delhi to join my father. After completing graduation, I also shifted to Delhi and joined the Delhi University for my M.A.

Chairman: Didn't you have any problem in getting admission in the Delhi University and also getting acclimatised to the new surroundings of Delhi?

Beena: (Smiling again) Luckely, Sir, I had obtained a 1st Division with 70 per cent marks in my Degree examination. As such, I had no difficulty in securing admission. As for the new surroundings, it was quite all right. I am used to such frequent changes in places as my father was getting regularly transferred from place to place throughout the country. With such service background, I did not have any problem in adapting myself to the new environment

1st Member: Which of the two Universities you like better and why?

Beera: I find both places very interesting and congenial for studies. If required to choose, my preference will be for Delhi, particularly for the post-graduate education. At the national Capital we have not only students from all parts of India, but also from several foreign countries. This provides for plenty of opportunity for the cross-pollination of ideas. The library facilities in Delhi, in my view, are also better. You have not only the University Library, but many embassies also have their own libraries. We

#### WINNING STRATEGY

A produce vision of the write a program undenstanding of all its dark and bright arms, is a spent for appearing tension of access in interviews should have a positive frame of antiquet to access in interviews should have a positive frame of antiquet had indicate him to take the decision to appear for the Civil Services and a strong will in look beyond the monthly access of the interviews and take firm and write decisions in the long life shout. Such a wonder vertex of a collision of the control of the collisions and indicate which is collisions and indicate the collisions and indicate the collisions are the collisions and indicate the collisions are the collisions and indicate the collisions. The collisions are the collisions are the collisions and indicate the collisions are the collisions and collisions.

can get the latest books and also in sufficient numbers. Another aspect of Delhi is the atmosphere which is more free. I mean you are encouraged, may be because of the foreign students, to attend to your studies on your own, think freely and express your views without inhibitions. In the South, I would say, conformity and conservatism in the academic field are still in practice. Regional parties have a lot of say, I mean interference from the politicians is somewhat on the higher side in regional capitals. These are my impressions. But may be I could also be wrong, or that I did not have the opportunity to see the better side.

1st Member: Didn't you experience politicisation of the students community in Delhi also, for example, the Union Elections, strikes, etc. have also been there in Delhi.

Beena: Yes, Sir. They were there. But somehow or the other in the circle of senior students with whom I was moving, I was not affected much by these politics, elections, strikes, etc. I agree that students should get training in elections and should take part in healthy extra-curricular activities, but I feel studies must come first and we should not get involved in actual politics.

Comments: The Chairman sets the ball rolling with some affable, personal questions to put the candidate at ease and establish proper rapport. We find the candidate fully relaxed and extremely cooperative. She speaks fluently without inhibitions and subtly brings out her good family background and her proficiency in studies. Tactfully, she has conveyed to the Board that she has done extremely well in her studies. Her answer also indicates her powers of observation and assimilation. We learn that the candidate is keen to do original thinking and arrive at independent conclusions. In other words, she is enterprising and ready to take reasonable risks. Since she refers to students from abroad and other parts of India facilitating free exchange of ideas, it is apparent, socially she is well-up and a good mixer. Thus, even at the preliminary and opening stuge her answers give a good insight into many of her personality und leadership traits.

Second Member: The national goal and also the objective of our planning have been stated as economic growth with social justice. How, in your opinion, India is attempting to achieve this objective?

Beena: Sir, economic growth refers to increased production of goods and services, measured in terms of annual national income. In other words, it is the increase in national wealth. This increased and growing wealth should not remain in the hands of a few privileged individuals or a group of people. It should be shared by all people to the maximum extent possible. This will facilitate the narrowing of the gap between the 'haves' and 'have-nots'. As for the mechanism, our Government proposes to accomplish this objective by operating the major industries and means of production in the public sector. The Government can also fix a ceiling on incomes, ownership of land and other properties. Selective and graded taxation, wealth tax, estate duty, expenditure tax, etc., could also be employed to serve as levellers. Our Government has opted for most of these.

Second Member: How far do you think we have succeeded in promoting economic growth with justice?

Beena: (Smiles) To be frank, Sir, I would say our economic growth since independence has been rather moderate. On the other hand, there has been a tremendous explosion in our population growth. Therefore, we cannot say that we have attained the goal of economic growth with social justice. We are nowhere near the countries like Germany, Japan, South Korea, Taiwan, Singapore, etc. which have been constantly showing over 10 per cent annual growth rate each year. Our economic growth rate has averaged around 3 per cent per year. Secondly, because of the social barriers and so on, the wealth that we have been able to generate has not been equitably distributed. The beneficiaries have, by and large, remained the privileged few though the middle class is expanding. Unfortunately, practically all our public sector enterprises have turned out to be losing propositions. They do not show profit, because there is no strict accountability. The bureaucratic approach, labour disputes, induction of politics into the working of the public sector enterprises and the war between the administrators and the technocrats have all contributed jointly to the poor performance of the public sector. In general, economic growth has mainly come about from the agricultural as well as private industry. There is also heavy concentration of wealth in some cases as rich landlords and the monopolistic industrial houses have been cornering all the wealth. The land is owned by a few. More than 70 per cent of the population is dependent on agriculture for its existence. Since the owners get the lion's share, the question of even or equitable distribution does not arise. The daily wage earner hardly gets a subsistence wage, either in the rural areas or in the urban centres. To add to the woes, the efforts made to use taxation and other levellers have also proved counterproductive. These have only resulted in the accumulation and operation of black money in a big way. There are vested interests, various lobbies and rampant corruption everywhere. In my view, our experiment of combining socialism with democracy has not proved successful and hence the economic growth has been limited and social justice has not been translated into reality.

Comments: The Second Member now probes the candidate in the field of the candidate's specialisation. The examiner poses some controversial questions and asks the candidate to give her views, justifying the same with appropriate and convincing reasons. We find the candidate accepting the challenge with confidence and conviction. Her ideas are extensive and she could argue in great depth. Her grasp is excellent and she analyses the problem in a systematic manner. She is able to take a firm stand on any controversial issue, without hesitation. She accepts responsibilities willingly and cheerfully. Where necessary, she is ready to differ but she does so with plenty of tact and with a sweet and enchanting smile.

Third Member: Ms. Yadav, you expressed your opinion about social justice. You also mentioned that the experiment of linking socialism to democracy has not proved successful. Do you feel that democratic socialism and economic growth with social justice are one and the same? In case they are different, which one do you think should come first?

Beena: Well, Sir, as I could see, we are referring to two distinct subjects-one concerns politics and the other, economics. The political goal is to have democracy and socialism at one and the same time. The economic goal is to have increased economic wealth through industrialisation and other means. There is also a marriage between the economic goal and the political goal in the concept of socialism. This marriage is indicated by the concept of social justice or equitable distribution of wealth. We have seen there are various ways of achieving equitable distribution of wealth. One way is having the major means of production in the hands of the Government. In our case, it is the public sector. The other means is to resort to various methods of taxation and other levellers to distribute the wealth in an equitable manner. We can also have old age insurance, unemployment insurance and other such measures to bring about equitable distribution. In the Communist countries they adopt an authoritarian approach. The Government controls not only the means of production but also the entire distribution mechanism. In the Western democracies, the Government controls neither the means of production nor interferes with the distribution. There is free enterprise and the laws of supply and demand are allowed to operate in a fair manner. Both these approaches have contributed to increased production and higher rate of economic growth. They have also been able to control the population growth. Thus, greater wealth is produced and the same is available for distribution to lesser number of people. In India, we followed Mixed Economy with its controls, licensing, permits and other restrictive measures to manage distribution resulting in corruption and black money. The economic liberalisation we introduced in 1991 has given a great fillip to private initiative and foreign investment in the Indian economy.

Third Member: The coalition governments at the Centre have not lasted their full term of five years and we have been having too many general elections. What alternative would you suggest?

Beena: I feel the Presidential type of government as it exists in France could be the answer.

#### IAS TOPPER SAYS



Lespecied the call for personality test and this store had bracted properting for it well in advance. I kept myself aware of all the current events and tried to form my own opinion about them. I teled to think up the answers of all the possible quiestions that could be put to me

regarding my home State, academic background, hobbies and interests etc. I attended a mock interview session also which was quite helpful:

On the day of interview, I dressed myself up in a blue striped shirt with matching the and black trousers. My interview was in the moming session and I was happy to know that I would be the first person to be called. While waiting at the reception, we joked around, I was therefore totally relaxed when I entered the interview room and wished the Chairman and other members. The first question the Chairman asked me was as to why a number of IfTians were keen to join the Civil Services. Then he asked me about why I wanted to join this service and why I had not gone for a engineering job. Then he asked me about human resource development. Subsequently, the members asked me questions on the role of dissent in democracy, demand for separate States like Jharkhand, hidden agenda, ornithology (my interest), governors' role and their discretionary powers (particularly in Nagaland) and whether they should be elected etc. They also asked me questions on my contribution to literacy campaign at IIT, pollution in the Ganga, the Ganga Action Plan and the status of pollution in the rivers of the world. Sometimes they deliberately tried to pressurise me but I stuck to my point of view. One member asked me about why states in India should not be divided on parallel lines and why not those people who are demanding separate States, should be allowed to do so. The plurality and integrity of the nation is so axiomatic to me that I was not able to come up with a very satisfying answer. Lastly, the Chairman asked why I couldn't join IAS last year itself, when I got selected (326th rank). My confident reply was that I aspired for a higher position this year. I knew I had won the day when they expressed their satisfaction over the conversation with me and wished me success in my career. The marks I got (231/300) tallied with my performance and expectations.

Prashant Agrawal, IAS

and the war between the administrators and the technocrats have all contributed jointly to the poor performance of the public sector. In general, economic growth has mainly come about from the agricultural as well as private industry. There is also heavy concentration of wealth in some cases as rich landlords and the monopolistic industrial houses have been cornering all the wealth. The land is owned by a few. More than 70 per cent of the population is dependent on agriculture for its existence. Since the kinners get the lion's share, the question of even or equitable distribution does not arise. The daily wage earner hardly gets a subsistence wage, either in the rural areas or in the urban centres. To add to the woes, the efforts made to use taxation and other levellers have also proved counterproductive. These have only resulted in the accumulation and operation of black money in a

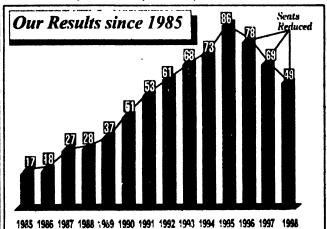
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#### WINNING CHECKLIST

W Try to appear in your best at the interview. Wellgroomed hair, well-froned dress and well-polished shoes, with a natural smile flickering on your lips, is preferable to turning up at the interview in a fashion and manner that ill-suits the solemnity of the occasion. Your appearance would convey that you have taken the interview seriously, that you want to pay your due respect to the members of the Interview Board and that you are both inwardly and outwardly geared up to take up the job, the interview, for which you are there.

\* Spell out your ideas and reactions clearly and you should be able to substantiate your viewpoints with logical arguments and facts. Wherever the other party is able to give a fresh dimension to your thought process, do not take a mulish stand to spurn it if there is substance in the new point of view. In other words, learn to be flexible.

promoting the welfare of the people. There need not necessarily be any confrontation with the Centre so long the democratic norms and conventions are followed and the national interests are kept in view. In the USA, for instance, the Republican President was in power as head of the Federal Government, but in the constituent States, there were several Democratic Governments. Despite Republicans and Democrats ruling in different States, the USA as a whole is making very good progress and has emerged as the most powerful country in the world. India also, in a similar manner, can make rapid progress, provided all our political parties realise their responsibilities and show good understanding. Nothing should be done by anyone which goes against national interests. There should be perfect harmonisation of regional interests with national interests

Fifth Member: Do you think judicial activism as we have been seeing now is good for our democracy?

Beena: There cannot be two opinions regarding this. An active judiciary ensures the protection of the rights of citizens. Through what is called Public Interest Litigation (PIL), it has been possible for any individual or an organisation to secure justice at the apex court of the country. One cannot probably blame the court for taking up vital issues of concern and acting on them when they find the executive is moving at a snail's pace. Some of the issues taken up by the court like asking the hospitals to provide for a better layout to dispose of wastes or asking the Corporation to keep the city clean, must be keeping the concerned on the alert. Apart from these issues the court has taken a stand on the burning issues of corruption like the notorious Hawala case, and the Housing Scam.

Chairman: Well Ms. Yadav, how do you react to Orissa Chief Minister exercising his right of vote as MP which led to toppling of Vajpayee Covernment by just one vote in the recent no-confidence motion?

Beena: Well Sir, I personally feel it was unethical on the part of Mr. Giridhar Gamang to have participated in voting. Having assumed the office of Orissa CM, he should not have exercised this right, without which the government could not have been toppled and we would have been spared of another election. Having voted as MP, he should have resigned as CM and should have reverted, as Member, Lok Sabha. He didn't do this either.

Comments: The candidate is well-versed with the current national and international events. She is able to express mature views and substantiate her arguments with proper rationale and logic. She is free and frank and speaks out her mind boldly without any inhibitions.

(Continued on page 1381

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Directions (Qs 1 to 8): Find the next term in the given series in each of these questions?

Q. 1. 198,	, <b>194, 185,</b> 1	169,	
(1) 136	(2) 144	(3) 112	(4) 92
Q. 2. 198,	202, 211, 2	27,	
(1) 210	(2) 212	(3) 252	(4) 27
Q. 3. 125,	80, 45, 20,		
(1) 8	(2) 12	(3) 10	(4) 5
Q. 4. 5, 7	, 9, 11, 13,		
(1) 15	(2) 10	(3) 8	(4) 6
Q. 5. 0, 2	, 6, 12, 20,		
(1) 38	(2) 30	(3) 45	(4) 60
Q. 6. 35,	30, 25, 20,	15, 10,	
(1) 15	(2) 10	(3) 5	(4) 2
Q. 7. 5, 6	, 8, 9, 11,	•	
(1) 15	(2) 12	(3) 17	(4) 20
Q. 8. 6, 9	, 7, 10, 8, 1	1,	
(1) 12	(2) 13	(3) 9	(4) 14

(1) 12 (2) 13 (3) 9 (4) 14 \*\*Directions (Qs. 9 to 15): In these questions, some relationships have been expressed through symbols, i.e. \$ means less than, \*\* means not greater than, \*\* means equal to, \*\* means not equal to, \*\* means not less than, \*\* means greater than.

Study the meanings of these symbols and pick up the correct answer from the answer choices for each of these questions:

Q. 9. x q y + z in	ipnes
(1) x ~ y = z	$(2) x \times y - z$
(3) $\times \Delta y \times z$	$(4)  x - y \times z$
Q. 10. x o y - z ii	mplies
(1) $x \times y - z$	(2) x y x z
(3) $x + y \times z$	$(4) x \times y = z$
Q. 11. $x - y + z$ is	
(1) x + y + z	(2) x ф y - z
$(3) x - y \phi z$	$(4) \times \Delta y = z$
Q. 12. $x - y = z$	•
(∰) x + y − z	(2) x Δ y × z
(3) x + y \ \psi z	$(4) x - y \times z$
Q. 13. $\times \Delta y - z =$	
	•

(1)  $x = y \times z$  (2) x - y = z(3)  $x - y \Delta z$  (4)  $x \times y \times z$ Q. 14.  $x = y \Delta z$  implies (1)  $x + y \phi z$  (2) x - y = z(3)  $x \Delta y \times z$  (4)  $x \Delta y - z$ Q. 15.  $x + y \Delta z$  implies (1)  $x \phi v = z$  (2) x = y = z

(3)  $x = y \Delta z$  (4)  $x \Delta y = z$ Directions (Qs. 16 to 20): In each of these questions, two statements are followed by two possible inferences. Take the two given statements to be true even if they are at variance with the known facts and then mark your answer as

If only conclusion A follows,
 If only conclusion B follows,
 If neither A nor B follows and

(1) If neither A nor B follows are (2) If both A and B follow.

Statements: All books are pencils.
All pencils are flowers.
Conclusions:

A: All books are flowers
B: Some flowers are books.

Q. 17. Statements: Some pens are tables. No table is blue.

Conclusions:

A: No pen is blue.
B: No blue thing is pen.
Q. 18.

Statements: Some trees are horses. Some ships are trees.

Conclusions:

A: Some horses are ships. B: Some trees are not ships.

Q. 19.

Statements: Some trees are boats.
All trees are ships.

Conclusions:

A: Some ships are trees.

B: Some trees are ships.

Q. 20.

Statements: All goats are animals.
All animals are four-footed.

Conclusions:

A: All goats are four-footed B: Some four-footed are goats.

Directions (Qs. 21 to 30): Study the two statements, the 'Assertion' and the 'Reason' given in each of the following questions. Then mark your answer as

(1) if both 'A' and 'R' are true and 'R' is the correct explanation of 'A'.

(2) if both 'A' and 'R' are true but 'R' is NOT the correct explanation of 'A'.

(3) if 'A' is true but 'R' is false.

(4) if both 'A' and 'R' are false.

O. 21.

Assertion (A): Comets belong to the Solar System.

Reason (R): All comets come near the sun after regular intervals

Q. 22.

Assertion (A): When a body is dipped in a liquid fully or partially, there is a decrease in its weight.

Reason (R): The decrease in weight is due to the higher density of the displaced liquid.

Q. 23.

Assertion (A): An iron ball floats on mercury but gets immersed in water.

Reason (R): The specific gravity of iron is more than that of mercury.

O. 24

Assertion (A): No food material normally enters the wind pipe during swallowing.

Reason (R): When we swallow, the back portion of our tongue covers the opening of the wind pipe.

Q. 25.

Assertion (A): There is rainbow in the sky only after rains.

Reason (R): Water drops suspended in the air break up sun rays into seven colours. Q. 26

Assertion (A): Prices can be brought down by increasing production.

Reason (R): It is so because supply of the goods is made more than its demand.

Q. 27.

Assertion (A): Alexander could not advance across the Beas river.

Reason (R): His army was completely exhausted.

O. 28

Assertion (A): Tides indicate the regular and periodic rise and fall in the sea level.

Reason (R): Tides are caused by the gravitational pull of the Moon and the Sun.

Q. 29.

Assertion (A): Indian President is the head of the State.

Reason (R): Indian Parliament consists of the President, Lok Sabha and Rajya Sabha.

30.

Assertion (A): When a person is standing in a lift which is either at rest or moving up or moving down with uniform speed, he does not find any apparent change in his weight.

Reason (R): The reaction of the floor of the lift is equal to his weight.

Directions (Qs. 31 to 33): These questions are to be answered on the basis of the three views of a cube given below:







Q. 31. Which number is at the bottom tace of figure 1?

nce of figure 1?

(1) 3 (2) 2 (4) 1

Q. 32. Which number is on the face opposite to 4?
(1) 2 (2) 3 (3) 6 (4) 1

2. 33. Which number is on the face opposite to 1?

(1) 3 (2) 2 (3/6 (4) 4 Q. 34. Two positions of a dice are shown

2. 34. Two positions of a dice are snown below. Find out which number is opposite to 4.





(1) 3 (2) 6 (2) 5 (4) 1
Directions (Qs. 35 to 38): These four
questions are to be answered on the basis
of the following information.

A five-member research group is to be chosen from the mathematicians A, B, C and D and the physicists E, F, G and H. At least 3 mathematicians must be in the group. However,

A refuses to work with D. B refuses to work with E.

F refuses to work with G. D refuses to work with F.

O. 35. If B is chosen, who else would have to be in the group?

(1) F (2) Ğ (4) C (3) A Q. 36. If B and C are chosen, which of the following is definitely true?

P: A is chosen Q : D is chosen

R: Either F or G is chosen

(1) Ponly

(2) Q only (4) Q and R only (3) R only Q. 37. If G is rejected, which other

member could not work with the group? (4) F (1) A (2) B (3) D

Q. 38. It II is chosen, which of the following must be true?

P : A must be chosen

Q: B must be chosen

R : G must be chosen

(1) P only (2) Q only

(3) R only (4) P, Q and R Q. 39. ENGLAND is written as 1234526 and FRANCE as 785291 How will GREECE be written in this coding scheme?

(1) 381191 (3) 394132 (2) 381911 (4) 562134

Q. 40. BRIDGE is written as EULCJH in a certain code. How will FRUIT be written in that code?

(1) IUXLW (3) IUWXI. (2) IVLXW

(4) JUXVT

#### **ANSWERS**

1. (2): The sequence is  $-2^2$ ,  $-3^2$ ,  $-4^2$ ,  $-5^2$ . 2. (3): The sequence is  $+2^2$ ,  $+3^2$ ,  $+4^2$ ,  $+5^2$ .

3. (4): The sequence is -45, -35, -25, -15.

4. (1): The sequence is +2.

5. (2): The sequence is +2, +4, +6, +8, +10.

6. (3): The sequence is -5.

7. (2): The sequence is +1, +2, +1, +2, +1.

8. (3) : Alternate terms are consecutive natural numbers.

9. (3) :  $x \Leftrightarrow y + z \Rightarrow x < y \neq z$ => X > Y 4 Z OT X > Y > Z ⇒ x φ y × z or x φ y Δ z

10. (3): x φ y - z ⇒ x < y - z  $\Rightarrow x \neq y \not\in Z \Rightarrow x + y \not\sim z$ 

11. (3) :  $x - y + z \Rightarrow x = y \neq z$  $\Rightarrow x - y \le z \Rightarrow x - y \phi z$ 

12.  $(2 \& 4) : x - y = z \implies x = y > z$ ⇒×≯y∢z⇒x∆y×z Also  $x - y = z \Rightarrow x \cdot y > z$ 

 $\Rightarrow$  x = y  $\triangleleft$  z  $\Rightarrow$  x - y × z

13. (3) :  $x \Delta y - z \Rightarrow x \Rightarrow y = z$  $\Rightarrow x \quad y \triangleright z \Rightarrow x - y \land z$ 

14. (1)  $x = y \Delta z \Rightarrow x > y \geqslant z$ 

 $\Rightarrow x \neq y < z \Rightarrow x + y \phi z$ 15. (3) :  $x + y \Delta z \Rightarrow x \neq y \geqslant z$  $\Rightarrow$  x > y  $\Rightarrow$  Z  $\Rightarrow$  x  $\sim$  y  $\wedge$  Z

16. (4)

17. (3): Some pens are not blue.

18. (3): The middle term 'trees' is not distributed in any of the premises.

19 (3): Conclusion cannot contain the middle term.

20. (4) 21. (3) **23.** (3)

24. (1) 25. (1) 26. (1) 27. (4

28. (1) 29. (2) 30. (1)

31. (1): 3 is opposite 5, 2 is opposite 4, 1 opposite 6.

34. (None):  $1 \leftrightarrow 3$ ,  $2 \leftrightarrow 5$  or 6,  $4 \leftrightarrow 6$  or

35. (2): If B is chosen, E cannot be chose (1) If A is chosen, D cannot \( \) chosen.

> .. Mathematicians chosen a A. B and C.

Physicists chosen should be (F, I or (G, H).

(2) If D is chosen, A cannot b chosen.

:. Mathematicians chosen a B, C and D.

Physicists chosen should be (G, F

.. G has to be in the group. 36. (3): (1) If A is chosen, Mathematician

chosen are A, B and C. .. Physicists chosen are F and

or G and H (2) If D is chosen, Mathematician chosen are B, C and D. Physicis

chosen are G, H. Therefore, F or G has to be chose whatever the case may be.

37. (3): If A is chosen, then the group? ABCFH.

38. (2): (1) If A is chosen, then the group ABCFH or ABCGH. (2) If D is chosen, then the grou is BCDGH.

39. (1) 40. (.

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#### Super Brain Super Personality Contest 2000

(Continucd from page 36)

the bowlers. There have been any number of occasions when Sachin Tendulkar had to bowl the death overs, simply because the men who are supposed to perform their job have either developed cold feet or just did not have an idea what they were expected to do. Here how can a captain go and tell either Javagal Srinath or Anil Kumble where to bowl. It is humiliating for both.

England demands a fuller length, because the pitches are slower than the ones in Australia and South Africa. But unfortunately, none of the Indian bowlers was able to hit, what the pros call, the English length. They pitched the older ball far too short and that is the reason they suffered punishment at the hands of even the lower-order batsmen. No doubt, our strike bowler, Javagal Srinath, was brilliant with the new ball. He had a vice-like grip on the batsmen when the balls were moving around but once it got older, Srinath began pitching shorter than the ideal fuller length that bowling in England calls for. The great success of the Indian medium-pacers in the World Cup of 1983 lay in the full length to which they bowled. A seam bowler like Roger Binny was never going to pitch the ball too short and by allowing the ball to go further down before pitching, he also gave it the maximum possible time for it to swing late.

The English conditions may allow the ball to move around in the air and off the seam but the pitches do not offer too much additional bounce. A bowler has to work for it and mix up the delivery of genuine pace with slower ones.

The Indian bowlers would have benefitted immensely if they had watched the highlights of the matches of 1983 in which India turned the cricket world upside down. It is a pity that the Indian Board did not think of adding to the army of technical personnel one of the fast bowlers of the 1983 winning team as consultant to the seam howlers in this squad. Bob Simpson, the team's consultant, had been talking to the bowlers at length. He also supervised their light training at the breaks when the fast bowlers came out to warm up before the opponent's innings. But they did not clearly carry out what Simpson might have had in mind.

The Indians also paid the penalty for their wavward bowling. They lost against Zimbabwe in the field itself. bowling several extra overs through wides and no-balls and in the process denied themselves of as many as four overs of batting because of the slow over rate. The loss ultimately cost them the place in the semi-finals.

India had problems in both chasing as well as setting targets. Among the top-rated teams, they defended a moderate score successfully only against Pakistan whereas they could not do so against South Africa and New Zealand. They could not chase against Australia and Zimbabwe. but they got the flak for not batting first against Australia. Paising huge totals against Kenya and Sri I anka proved inconsequential as neither helped it to make it to the Super Six.

Added to the glaring deficiencies that the team had in all departments of the game was a temperament more delicate than a lizard's tail, falling apart at the slightest pressure. What the team lacked is the sort of professionalism that we find among sides like Australia. South Africa and even Zimbabwe. The spineless batting



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display against Australia was an offshoot of the vulnerability of the Indians to pressure-cooker situations. The difference in approach between India and Australia was all too glaring. Ajay Jadeja and Robin Singh in a splendid rearguard action gave respectability to the Indian score after they had lost four wickets for 17 runs against the Australians but none of the lower-order batsmen bothered to help their vice-captain to try and see if they could really have a shot at the Australian total. In a similar situation, Steve Waugh produced a hundred worth its weight in gold and the others chipped in to fashion one of the greatest one-day victories chasing a highly defendable total. That is the character of a captain and the side. You just cannot simply throw in the towel because your top-order batsmen are done in by an inspired bowler, who is among the top purveyors of fast bowling.

There is, however, no denying the fact that the Indian team, in comparison to the Australian side, lacked an allrounder who is strong-willed and who can be trusted to do the job. Srinath cannot satisfy himself as a limitedpurpose player whose batting is a bonus. The lack of allrounders really made India's job all the more difficult. The World Cup '83 winning squad had many sturdy and reliable all-rounders that made the difference

The Indians were also very inconsistent in their performance. Though they had a very good line up, they could not achieve what they had aimed at, largely because they lacked consistency and coordination. As the Karnataka star Rahul Dravid said, the team could have done much better only if it had been more consistent. "I personally feel I should have been more consistent with the bat and should have got runs against Zimbabwe", Dravid admitted.

The Indians also committed a number of mistakes. The first and biggest mistake they committed was to expose their star batsman Sachin Tendulkar to the new ball. They should not have risked their best batsman in the opening slot as the white ball was seaming around a lot in the early-part of the innings. Sachin should have been more effective while batting at the crucial number four position because then he would have been able to carry the innings through to the 50th over. In England, the matches are never won in the first 15 overs. Openers are required to stay on; otherwise a team heads for a 20 for three situation. Slogging is needed in the last 10 or 15 overs. That is why, we needed Sachin to bat at a lower order. And if he would remain not out there at the end of the 50th over, India could never have lost that match. A batsman like him, did not need to play all the 50 overs for a big score. He would have been among runs even if he batted at No. 4. A good start would have provided the platform for his pyrotechnics. It was certainly worth trying out. Saurav and Ramesh should have opened the innings, followed by Rahul and Sachin. If all of them failed, which was most unlikely, Azhar and Jadeja would still have been there to repair the damage.

The second mistake India committed was that they did not go through the range of their resources. Look at Australia. Everyone of their squad had at least two games. This kept everyone in the tournament. Using the bench meant there were new taps to open when others went dry. It meant those in the eleven knew they were not indispensable. And those in the wings were kept hungry and dying to perform when given the chance. Shane Warne knew that there was Stuart McGill hovering around in case he didn't deliver.

But the Indian team had no such luck because their super stars were safe in the knowledge that they were indispensable. Some complacency had to creep in. The Aussies were anything but complacent as they like India also hovered on the brink. That was what won them the World Cup from the strongest field ever.

The third mistake India committed was that they did not keep reviewing their tactics. They got bogged down with one set of tactics; and the tactics they adopted was highly defensive. The strategy of packing a team with lot of batsmen, a couple of strike bowlers and medium-pace bits and pieces men can win one-day matches, but it cannot give the consistent success necessary to win a World Cup, and that also, in England. It was surprising to see India field only four frontline bowlers against Zimbabwe, who bat deep down the order. If Azhar had allowed himself at least one more genuine bowler then Zimbabwe would never have reached 252 and the game might have been much easier. He could have easily replaced Ramesh with Mongia in the opener's slot to include an extra bowler. Mongia may not be an Adam Gilchrist, but he is as good as Ridley Jacobs. India, like England and West Indies lacked a bowler or two to become champions.

The last mistake India committed was to cast Ajit Agarkar out after just two bad games. No doubt, the young medium-pacer had a poor start. But he is a quick learner, and should have got at least one more game. In thinking like a fast bowler be might have erred in his basic length, which was too short. But then, it is a mistake that every Indian bowler committed.

The Indians were also a shade unlucky. They had to play seven Test-playing nations in two stages, whereas Australia played only six. Besides, the rain-abandoned New Zealand Zimbabwe match prevented India from a semi-final berth.

True, the Indians could not achieve what they had aimed for. But this is not the end of the world for them. They definitely have the class and the potential to win tournaments and even turn the cricket world upside down, once again. For that they will need to overcome their weaknesses, improve upon their strategy, toughen their attitude and approach, be more consistent in their performance, and above all, commit no stilly errors.

### The Composite Culture Of India

"India is a mixed pot of races."

—Jawaharlal Nehru Culture and civilisation are two such concepts, which are devoid of any concrete definition. The word 'culture' broadly covers the sum total of a nation's aesthetic and intellectual achievements. India from time immemorial has been regarded as a land of composite culture and prosperity-thus attracting intellectuals and adventurers alike-may they be the Romans, who traded with the Tamil kingdoms of the south or the Christian missionaries of the 1st Century A.D. landing in Kerala or the persecuted forefathers of present day Parsis who sought asylum in the Western coast of

Thus, culture can be regarded as the widening of mind as well as of spirit. The essence of our composite culture through the ages has been its capacity to absorb various streams of cultures. The core around which other cultures took shelter and eventually got absorbed has resulted in the 'compositeness' of our culture. The essential feature

of this composite culture is broad-based, which focuses mainly on tolerance, adaptiveness with an unique individuality. It is, therefore, amazing to note that the same essence that existed before many millennia has continued till today and is continuing.

Very few things in history are more astonishing than the wonderful stability of the social structure in India, which has withstood the test of time. It has withstood foreign cultural invasions, because it always sought to absorb them as well as tolerate them. As one turns the pages of Indian history, one observes that culturally nothing alien was exterminated, but an equilibrium was always reached with essence as core even with the alien, by extracting their goodness.



Sangeetha Gajanan Bhat

FIRST PRIZE WINNER OF CSR SUPER BRAIN PERSONALITY CONTEST 2000 (2): TOPIC 4

Ms. Sangeetha Gajanan Bhat has done M.Sc in Geology from Mysore University.

Ms. Sangeetha Gajanan Bhat is the first prize winner of Topic 4 and has been adjudged the MS. INTELLECTUAL OF THE MONTH. She is entitled to participate in the remaining stages of the Super Brain Super Personality Contest 2000 as well as receive other prizes.

Congratulations, Ms. Sangeetha!

India through the ages was never isolated from the rest of the world. It came into contact with almost every great civilisation the world has witnessed, however, it never met with the same fate as other great civilisations did, like the ancient Egyptians or the Mesapetamians or the Romans. All this could be boldly attributed to the 'dynamism' of our great past—which ultimately gave rise to 'composite culture'.

#### Indian Culture Through the Ages

"To know my country, one has to travel to that great age, when she realised her soul and thus, transcended her physical boundaries when she revealed her being in a radiant magnanimity...," once said Rabindranath Fagore, Truely, unless we understand the greatness attained by our forefathers, we would fail to understand the depth of our composite milture. As a noted poet aptly said—'without past there is no present and there cannot be any future too'.

The sensational discoveries made in the beginning of this century in Harappa and Mobenjodaro throw light on the ancient, unknown culture that existed as far back as third millennium B.C. This urban culture was dated to be Pre Aryan in age and the essential features of 'Hindu religion' like tolerance, love for peace and nature, high and unmatched intellect etc., are clearly visible here.

Then came the Aryans—their place of origin and their exact age of arrival in India is, even today, shrouded in mystery. But one can be sure that, theirs was a culture which was certainly different in many aspects than that already existed here. There was no bloodbath and slowly the two alien cultures intermingled with each other to give birth to an 'enriched culture'. There was a great passion

for life and zeal for inquisitiveness that resulted in immortal texts like the Vedas and the other epics. Dating back to a remote antiquity, these texts continue to have a perennial appeal even today. "Age could not wither their charm nor could custom stale their infinite appeal".

With the passage of time, with several socio-economic changes around, the system began to rot. The result was the birth of new off-shoots from Hinduism viz., Buddhism and Jainism, However, it would be a mistake to regard them as new religions for, they were 'new revelations' of truths that already existed in Hinduism. Their simplicity and honesty appealed even a commoner. Both these

religions received great royal patronages.

The composite cultural elements of India in general, and Buddhism in particular were not confined to India alone, but crossed the land and ocean frontiers to various parts like Kambuja (now Cambodia) Siam/Champa (Thailand), Srivijaya, Java, Sumatra (Indonesia)-which later came to be called as 'Greater India'. It is really astonishing to find through the pages of history that Kambuja was a famous centre of Sanskrit learning in the early years. It is significant to note that, the largest Hindu temple is not found in India, but in Cambodia and even today—the Indonesian island of Bali is dominated by Hindu majority. Buddhism though originated in India, slowly migrated to other Asian countries and today, the followers of Buddha are more in numbers in others countries compared to its land of birth. Yet Buddhism has left its unique features in composite culture, again not altering the essential features of the original.

Even in the extreme tip of Indian peninsula i.e., in Kerala, long before the birth of Hindu revival saint Adi Sankara, two significant events occurred—one, the arrival of Jewish extles and the other, the arrival of St. Thomas the Apostle. However, there was no clash between any of these different cultures but they merged with the existing culture. Buddhism which crossed over the North-western frontiers not only influenced the Greek dynasties there. but resulted in new Indo-Greek art forms like the 'Gandhara school of art'. All these added dimensions to our composite culture.

Many great rulers who ruled across the Indian subcontinent were always famous for their 'tolerance and respect' to other religions irrespective of their own culture and religion. Thus, this age could be regarded as "the golden age of Indian culture", where our composite culture attained the highest watermark.

With the birth of Islam and advent of Muslim rule in India more beautiful colours were added to the greatness of our composite culture. Though the initial few hundred years were very turbulent—then slowly, turbulence calmed down and the wonderful power of assimilation and absorption—the inherent strength of our culture came into fore. The Afghan and the Turkish rulers slowly intermingled and adopted our culture, with their dynasties being Indianised and Delhi became their own home. The result was again a 'wonderful mixed culture'. Many Sufl saints came to India during this period and were influenced by virtues of our culture, which they adopted into their culture. Even the Bhakti Movement of the 15th and 16th centuries aimed at revival of our ancient culture paving the way for composite culture.

The rule of the Mughals in India was no less great event. The great Mughal ruler Akbar believed that "every religion leads to the same end" and formulated a new religion 'Din-i-Elahi' or 'Divine monotheism'-which however was a futile exercise. Nevertheless, no one can disregard the impact of this new religion on our culture.

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#### The British Rule and the 'Renaissance'

The Europeans, particularly the British who came to India as traders-slowly converted the country into their colony. Though, a school of thought favours the idea thatthe loss of political freedom led inevitably to cultural decay'; the idea is not favoured by all. It does not even appear reasonable to say that a highly civilised nation like ours succumbed to external aggression so easily—which led to its cultural decay. Most reasonable idea seems to be the one, which says that 'there was an internal decay prior to colonisation but spread rampantly after aggression'. But even during this period because of its assimilative power, Indian culture absorbed many good things from the West like science, literature, art, administration etc.

The 20th Century witnessed the renaissance of our composite culture. Raja Rammohan Roy, Swami Vivekananda, Dayanand Saraswathi and the likes are regarded as the 'catalysts of Indian recovery'. Not only Indians, but many Westerners also worked for the revival of our ancient culture, which had much to offer like painting, sculpture, archaeology, religion, philosophy, linguistics and much more. This opened the floodgates for the visit of many scholars, thinkers, writers, philosophers and the likes from Europe.

The work of archaeologists, epigraphists and art critics ake James Fergusson, Dr. Fleet, Percy Brown, Sir John Marshal revealed the glory of our ancient past. Renowned historians like Sarear, Bhandarkar, Ranade, Todd, Elphinston wrote about glories of the India's past. Many European scholars mastered ancient languages of India like Maxmuller, Charles Wilkins William Jones, Kittel and others. They translated many classical Sanskrit and other language works into European languages, that acted as an eye-opener to neo-literate Indian masses. This kindled a sense of national pride and nationalist feeling in the minds of our upcoming educated middle classes.

Even after independence, many Tibetans were given refuge in India and once again the magical spell of our composite culture is at work to amalgamate the goodness

of Tibetan culture.

Behind the entire dynamism and progress, there lies a philosophic ideal of 'composite culture' that again revolves around the integration of mankind, the stress on goodness, s beauty and truth-but never 'acquisitiveness'. Our basic "or 'ure itself is a blend of 'tolerance and reasonableness', the acceptance of free thought in matters of faith, a strong will to live and let live-- which may be a truth behind our progress. Henceforth, we can proudly claim ourselves to be the part and parcel of a common culture--whether we are Hindus, Muslims, Christians, Jains, Buddhists, Sikhs, Parsis and anyone, for they were all party to creation of this unique culture, 'endemic' to India alone. However, it is impossible for anyone to conclude the cultural survey of India-as he does with the Greek or the Roman or the Babylonian, for, Indian culture is still vibrant, still very much alive as it was in the past, as it is today and surely will continue till mankind lasts.

The same zeal and great ideals that drove us through the darkest of dark days will certainly continue to guide us in all adversities as this invocation from the Upanishad

> "Asata ma sad gamaya Tamaso ma jyotirgamaya Mrutyorma amruthangamaya".

Which means,

"Lead me from unreal to the real: Lead me from darkness to light; Lead me from death to immortality".

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#### And Now

### Super Brain Awards Super Personality Awards

## CSR Gold Awards 2000

It was indeed a mindblowing extravaganza that saw the rallying point of India's brains and beauties at the CSR Awards '99 ceremony at the Convention Hall of the Ashok Hotel in New Delhi on the glittering evening of February 14, 1999.

It goes to the credit of CSR to riave assembled under one aegis a rich mosaic of India's beauties and brains, a feat never before accomplished by any other organisation, government, private or voluntary.

While Nobel Laureate and Bharat Ratna, Prof. Amartya Sen won the prestigious CSR Man of the Year Award, eminent journalists, educationists and, intellectuals Mr. Justice P.B. Sawant, Chairman, Press Council of India, Prof. V.R. Mehta, Vice-Chancellor, University of Delhi, Prof. P.K. Dave, Director All India Institute of Medical Sciences, New Delhi, Mr. Virender Mohan, Editor-in-Chief, United News of India and Mr. Joginder Singh, former CBI Director bagged the Super Brain of India Awards. Besides Film, TV, and stage personalities Kumar Sanu, Mamta Kulkarni, Varsha Usgaonkar, Satish Kaushik, Anand Raj Anand, Penaz Masani, Bhupinder Chawla 'Bhupi', Bali Brahmabhatt, Divya Chauhan, Sapna Awasthi, Raju Manwani and Vikas Bhalla, the celebrities from the world of entertainment walked off with the Super Personality of India Awards.

For CSR the evening of February 14, 1999 was also a fascinating rendezvous with the future of India—the youth fired with a mission to change the course of events for the better. While Ms. Abhijita Kulshrestha and Mr. Arnav Medhi wrested the Super Brain Youth Awards, Ms. Purva Merchant and Mr. Igbal Wani bagged the Super Personality Youth Awards.

The Super Brain Super Personality Contest 2000, open to all citizens of India in the age group of 20 - 27 as on June 1, 1999, will be conducted in *two stages*. As part of **Stage I**, there will be a Super Brain Essay Contest every month. Four new topics for the Essay Contest will be announced. The candidates will write an essay on any one of the following topics.

#### **FOURTH SUPER BRAIN ESSAY CONTEST 2000**

Topics : (i) They Died So That We May Live—A Tribute To Our Jawans

(ii) Multinational Corporations—Saviours Or Saboteurs

(iii) Role Of Women In Nation Building

(iv) Religion And Science

First Prize : Intellectual Trophy of the Month (Three Days/Two Nights

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worth Rs. 750 and a Certificate

Consolation

Prizes (Eight) : Books worth Rs. 300 each and a Certificate Finalists (Twelve) : A Fully Paid 4 Days-3 Nights trip to Delhi.

As suggested by most of you, there will be four First Prize Winners every month. In other words, four essays on four different topics will be chosen for the Four First Prizes. In each contest will thus emerge four Intellectuals. All the four first prize winning essays will be published in CSR. The duration of the Contest will be six months.

At the conclusion of the 6-month Essay Contest, all the 24 prize winners will be sent a General Knowledge Paper (Description Type) as the second part of the Stage I of the Contest. On the basis of the evaluation of the answers of the General Knowledge Paper, there would be a final selection of 12 contestants out of the 24.

As part of the Stage II of the Contest, all the 12 finalists will be invited to participate in the Super Brain Youth Contest 2000. to be held in New Delhi in February/March, 2000. The second stage of the Contest will comprise the following three phases: (i) A Short Essay Writing contest on a given topic. (Maximum marks 100); (ii) Personality Assessment, Group Discussion, Interview, etc. (Maximum marks 100); and (iii) General Knowledge round. (Maximum marks 100).

The General Knowledge and Extempore Speech rounds will take place before a large gathering of invited guests.

On the basis of the performance of the second stage of the Contest, the panel of judges will select Super Brain 2000. Two Runners-up (I and II) will also be selected.

Winners of Super Brain Youth Awards will get many other prizes in addition to a Return Ticket to LONDON, Super Brain Trophy and a Gold Medal. There will be a lot of other prizes and surprises for winners.

THERE IS NO ENTRY FEE. Entries for Essays should not exceed 2000 words and should be typed double-spaced on one side of the paper and must be accompanied by latast (1) passport size (bust) and (2) full-length black and white photographs. Photographs should be taken in formal dress, i.e., men wearing a suit/shirt with tie and women wearing a blouse and saree/top and skirl/salwar kameez as if appearing for an interview/Personality Test. Name, address and telephone number (along with STD Code) of the contributor along with biodata must be written on the first page of the entry and only name on the back of the photograph. Do not write anything, or sign or affix rubber stamp on the front of the photograph. Mutilated or old photographs will not be accepted Handwritten entries or entries without photographs and incomplete blodata will not be considered. All entries received will be exclusive property of Competition Success Review. Only original essays will be considered. The contributor will be solely responsible for any violation of the Copyright Act where the material submitted for the Contest is not original. Editor's decision will be final and binding. Prizes can be substituted. No correspondence will be entertained in this regard. Entries should be marked "CSR Super Brain Contest 4" and addressed to Competition Review Pvt. Ltd., 604 Prabhat Kiran, Rajendra Place. New Delhi-110 008. Last date for receiving the entries for the Fourth Super Brain Essay Contest 2000 is September 30, 1999.

CSR SEPTEMBER '99/Page 12

### To Preserve Our National Sovereignty And Security, India Has Done The Right Thing By Becoming Nuclear And Going In For Missiles

#### **Procedure**

The procedure involves summoning of he candidates of approximately same age. ducational and experience level, competing for the same job or opportunity and subjecting them to the GD Test. In this group here are eight candidates who are seated n a closed circle, which enables each to observe the other members of the group without any hindrance. Each candidate has been assigned a roll number, also called as hest number, since the number printed on a cloth is worn on the chest and back. Thus, not only the candidates, but also the naminers can readily recognise who is loing what in the group. During the test each member of the group is addressed by us chest number. For the GD Test, none from the group is designated as chairman, sident or leader. On the other hand, they have been informed that it is only an nformal friendly chit-chat and the andidates can carry on the discussion in vhatever way they want. The group is given 25 to 30 minutes to complete the exercise.

#### Presentation

We present here the tape-recorded version of a 'live' Group Discussion conducted at he Competition Success Institute. The expert examiners of the institute have given heir comments at appropriate places which will help our readers to appreciate correctly he various aspects of the Group Discussion lest and understand the exercise better.

The examiner after explaining the task, we modus operands and subject for the existing the group completely free to carry in with the discussion on their own. Though intivisible to the group, he is able to observe and listen to the group deliberations from its seat behind the smoked glass screen.

#### Progress

As soon as the examiner turns his back, he candidates feel a bit free. The tension is assed and they start talking in low murmurs with their neighbours. While one or two emain silent, there are others who indulge a cross talks. Soon the tempo of these asides and conversations increases and the volume of the noise goes up leading to confusion as all seem to be talking at one and the same ime. At this stage, we find No. 5 raising to voice to the extent he could be heard by the group and addressing the entire

No. 5: (Displaying a friendly, disarming rule and sincere warmth) Friends: May I eek your kind attention for one moment lease. Pardon me for my interruption, but

#### GROUP DISCUSSION

Intelligence, initiative and a cool mind combinedly play a singular role in tackling the most ticklish situations. Intelligence comes to one's rescue when one is capable of squeezing out the best out of even the worst situations. The leader uses his intelligence to win over the seemingly recalcitrant elements in the group to kick-start the discussions. While the majority in the group is adrift, absorbed in their dwn asides and cross talks, the potential leader, conscious of the time limit, takes the initiative to bring order at the forum. All this he does with a cool and calculating mind without offending anyone including the ones who provoke him into losing his equanimity.

I have something important to say. And, of course, it concerns all of us. (The confident and assured manner in which No. 5 addresses others with his pleusant, friendly approach brings immediate silence and order in the group. The asides, whispers, cross talks, etc., cease and all eyes are turned towards. No. 5. Since he mentioned that he had something of interest to speak about, the curiosity of all is aroused.)

No. 2: Yes No. 5. You said that you had something of common interest to tell us. Pray, go ahead.

No. 5: Well, dear friends, we have been given a task in this test, which is to discuss the subject: "To Preserve Our National Sovereignty And Security, India has Done the Right Thing by Becoming Nuclear and Going in for Missiles." Our success in this test will greatly depend on our ability to complete this task, that is, the group discussion on this subject within the time limit set by the examiner. You all know that he has given us half-an-hour to complete the discussion. I am afraid, already five minutes are over and we are yet to begin the discussion. Let us rush things a bit to complete our task on time.

No. 2: No. 5. What is your problem? We have already been discussing the subject, I mean, each one with his neighbour before you interrupted. At least I was talking about it to No. 3. I also saw others talking to one another, but I do not know what they talked about. You can be sure most of us have been discussing the subject only. Now, you are holding up our discussion.

No. 5: (Smiling) I do agree with you, No. 2. Most of us have been talking to our neighbours, friends. As you said we have been talking in asides and cross talks. But, as you would all readily agree, that is not a Group Discussion

No. 2: All right man, do not talk in riddles. For heaven's sake, tell us plainly what you want us to do.

No. 7: Why ask No. 5? I suggest we elect a leader. He can conduct the discussion and tell us what to do.

No. 5: Thank you, No. 7. I suppose it will be a good idea to have a chairman. But I got the impression that the examiner did not favour our electing a chairman. Now, No. 2, will you agree to act as the chairman?

No. 2: No, no, not me please. You say the examiner didn't favour the idea. Then why do you ask me to be the chairman? Do you want me to get black-listed?

No. 7: Well, I did not hear the examiner telling us not to have a chairman. I thought he gave us full freedom.

No. 5: You are very right No. 7. The examiner did not spell it out in so many words. But, if you all remember, he emphasised that this is only a friendly chitchat and not a formal debate. He clarified that anyone can say anything as and when he feels like. There is no need for voting, etc. But all the same everything was left to us. Therefore, if we wish to have a chairman, we can certair ly have one. Now that No. 2 has declined to act as chairman, what about you No. 7? Would you like to be the chairman please? If there are other contestants or volunteers, then we can go in for an election.

No. 1: You can ask No. 8, who is my neighbour here. Earlier, he was telling me that he was the college union president.

No. 8: Let us first ask No. 7. It is his idea that we should have a leader.

No. 7: No, thank you. I don't want to be the chairman. It looks to me that No. 5 is right. After all, A friendly chit-chat and a formal president who will conduct a debate do not go together.

No. 5: Okay, No. 8. That leaves you as the sole volunteer to act as chairman. You can take charge and proceed further. You have to hurry as we might have already eaten up five minutes by now.

No. 8: What is the point? You all have said that a chairman is not necessary. No. 7 has himself changed his mind.

No. 2: Hey No. 5, as I said in the beginning, you can tell us how we could go about the task and complete it successfully. Come on. Let us hurry, please.

No. 5: Friends, I submit that each one of us talk on the subject for two initiates in the first round. Or, shall I say, for not more than two minutes please. Thus, every one of us will get a chance to place our views before the group. After one round is over we can have another round to counter the arguments or answer criticism.

No. 7: Who will set the ball rolling. Also, who are to be Nos. 2, 3, 4 and so on speakers. We have to decide these things also.

No. 2: Why don't you be the first speaker No. 7?

No. 7: Why not you No. 2?

No. 1 • What about those who should speak for the motion and those against it? We must know who is going to be on which side. Then only the order and sequence of speakers can be decided.

No. 5: One minute please. Although, what No.1 says would be ideal, we do not have time for all these. Secondly, they are not required for a friendly chit-chat. All that is required here is for everyone to express his views to the group on the subject. No. 1 said that No. 8 is a good speaker. Let us then start with him. Thereafter, we go in clockwise fashion, which means after 8, it would be No. 1, then 2, 3 and so on till we finish the round with No. 7. After the first round, we can repeat the process for the second round. Now, No 8, please go ahead.

Comments: Since no leader was designated, initially we found some delay, suspense and confusion in the group activity getting started. There were only asides and cross talks in the beginning. At this stage No. 5 displayed initiative, assumed responsibility and became the natural leader. He cleared the ground and asked the group to come to grips with its task. After posing some challenge to No. 5 in the opening phase, No. 2 extended good support to No. 5. When there was strong opposition from No. 7, the situation was handled with tact and magination by No. 5 The opportunity to act as chairman was offered by No. 5 to Nos. 2, 7 and 8, but all declined the offer Thus, No. 5 stood fully vindicated in his views and stand. Again it was left to him to find a workable solution and he ably motivated No. 8 to start the discussion. We find all those, including No. 7 and No. 1 who voiced some opposition to No. 5, ultimately becoming his ardent and willing followers. Besides No. 5, Nos. 2, 7, 1 and 8 have participated actively and on their own during the preliminary phase. Nos. 3, 4 and 6 have remained as mere spectators and no active contribution was made by any of them. They did not speak or express any opinion. Neither any of them volunteered to be the chairman or the opening speaker. As a consequence, they have been ignored by the active participants. However, No. 5, as a good leader, has seen to it that they had their due share of opportunity to express their views and play their part in the group task. Thus, No. 5 has emerged as the natural and able leader with ideas and resourcefulness. Nos. 2, 7 and 8 have followed suit and given

#### WINNING STRATEGY



support to No. 5. But they did not display enough dash and enterprise to capitalise on the opportunities offered to them. None of them agreed to be the leader. No. 5 being the natural leader did not require any official mantle. Further, we find that No. 5 has always placed the interest of the group and those of others ahead of his own. Thus, he did not volunteer to be the official chairman or the first speaker. Unofficially, he has been both and that is the secret of his success.

No. 8: Gentlemen, I wish, first of all, to thank No. 5 and, of course, everyone else also in the group for giving me the honour and privilege to be the opening speaker in this Group Discussion. I feel honoured because this is a very distinguished and elite gathering. All of you are graduates and postgraduates of distinction, each one a scholar and a specialist in his field and in his own right. To be frank, I feel diffident to face such an august gathering and that is the reason I did not venture on my own to covet the honour of being the individual to inaugurate the proceedings, despite the good natured promptings made by my esteemed friend, No. 1. (Turning to No. 5) Mr. Chairman, Sir, you are the Chairman in fact, indeed, the de fucto leader, President and Chairman. Like an uncrowned, but most beloved monarch, you are, Sir, our dearest Chairman. The second reason is my personal weakness. Well, my dearest friends, I am not overstating the fact when I tell you that this may be the 1000th time that I am addressing such meetings. But, I have never addressed a gathering till date which did not have a Chairman or President. Since I am addicted and accustomed to address the honourable Chairman, it is but natural that I cannot overnight talk to a gathering without a chairman, all the more so, when we are privileged to have a born President in our midst.

No. 5: (At this stage No. 5 tactfully interrupts him) Thank you No. 8. As an opening speaker you have done an admirable job. Now the time is over. We all will be eagerly looking forward to hear you again during the second round. Now, No. 1, your turn please.

Comments: No. 8 has got the gift of the gab and possesses fluent and powerful expression. But he is not realistic, rational or logical. He lacks organisational sense. He beats about the bush all the time and has not referred to the subject even once. Maybe, he is shallow and lacking in ideas. He tries to impress the group by praising No. 5 and using bombastic and flowery language. A humbug. Rejected.

No. 1: Gentlemen, having heard the wonderful opening speech of No. 8, I really get nervous to stand up before you and make a speech. To be frank, I am no match to Mr. No. 8, or for that matter, I can't even rate myself as a patch on the subject to our Mr. President. (He looks up to No. 5)

Well, Sir, since No. 8 has named you as President, I am duty bound to follow his tradition. (At this stage No. 2 slowly whispers to No. 1).

No. 2: No. 1, the subject is "To Preserve Our National Sovereignty And Security India has Done the Right Thing by Becoming Nuclear and Going in for Missiles".

No. 1: (hastily adds) Well, No. 2 you cal speak louder. I want to be correctly informed about it by the President, I mean No. 5 Never mind. As No. 8 has demonstrated we can speak on any subject equally well Our esteemed Chairman said that this is a friendly chit-chat and everyone has ful freedom to express his honest and humble opinion. Sorry No. 2, I will also talk about this subject during the second round. I would like to hear the views of No. 8 and also our President first, before I offer my own. (Turning to No. 5) Yes, Sir, you are looking at the watch. The time is up and I stop now.

Comments: No. 1 is just an imitator and lacks originality. He is also devoid of ideas as he avoids the subject even after being told about it Further, his forgetting the subject itself indicates his lack of interest and enthusiasm. He did not volunteer to speak when the opportunity was offered to him Instead, he passed the baby on to No. 8 and suggested that he should bell the call As this candidate is a vain individual devoid of ideas, he will be of no use to the organisation. Rejected.

No. 2: Friends, our subject for the discussion reads that "To Preserve Our National Sovereignty And Security, India has Done the Right Thing by Becoming Nuclear and Going in for Missiles". I am entirely in agreement with this proposition. To safeguard our hard-won freedom and protect the sovereignty and integ.ity of our motherland, it was a right step in the right direction. In fact, it was long over-due. Our dilly-dallying and dithering on this vital and strategic front, when India had developed the requisite know-how to go nuclear as early as 25 years back in 1974 resulted in Pakistan catching up with us as Nuclear Power. Now that both, our enemies in the west (Pakistan) and north (China) ark Nuclear Powers, our decision to go nuclear is fully vindicated. Our enemies would think twice to attack us. Even during the recent Kargil conflict, Pakistan when forced to retreat, consequent upon India's counter offensive, didn't dare to use its nuclear bomb—though it threatened to use this deadly weapon as a blackmail tactic, since it knew pretty well that India too could retaliate and pay it in the same coin.

Comments: No. 2 has been giving good support to No. 5 in coordinating group activity and launching the group on its task. His approach is systematic, swift and to the point. He is able to project his views in an orderly manner, assigning proper priorities as per his judgement. He is confident, bold and adventurous. A hard-working as well a imaginative candidate who is eager to do we Socially well adjusted Selected and accordination average rating.

No. 3: Gentlemen, you see, I support No. 2. I agree with him in all respects and I have nothing to add. Thank you.

Comments: No. 3 has not made his presence felt by the group. His contribution towards group task is literally nil. He has throughout been a mere spectator. As this candidate is dull and unenterprising he will not be able to function as a successful leader. Rejected.

No. 4: Well, thank you all. I welcome India becoming a nuclear power and going in for missiles like America, China and Russia etc. Then we don't have to go to reign countries. We can get everything here. We have got many scientists. We can do better than Pakistan. I support No. 2. I vote for the proposition.

Comments: Candidate No. 4 is talking in fits and starts in an incoherent manner. His ideas are limited and hazy. He is unable to analyse the problem in depth, arrange his ideas according to their importance and priority, and argues his case in an analytical and objective manner. As this candidate is confused and lacking in organising ability, his chances of becoming a successful leader are remote. At best he could serve as a follower and be useful when able guidance is available to him. Rejected.

No. 5: Friends, whether India should go nuclear or not, had become a highly and hotly-debated issue for years. There had been some hard-core supporters of the nuclear deterrent theory advocating that India should manufacture nuclear bombs and missiles to protect its territorial integrity and sovereignty. I fully support their view and I am proud that ultimately their view has been upheld. I think India has taken a right decision at the most appropriate time in going nuclear otherwise Pakistan, our

#### WINNING FIRST **IMPRESSION**

considered to discuss the character group will be small to disting relation and property of section of the consideration of the conside try quite on totalligant for our can an activity meaning to led by one with apparatology expectly. This existance of GU, hough it will not votable on its own. The bales and last rangely is the lone unique who emerges with his distinctive endeasing specifies in since the discussion to the suppositute constants. condusion within the time allotted.

sworn adversary since birth, which detonated a nuclear device just 2 weeks after Pokhran II, would have overtaken us and

blackmailed us on Kashmir and other issue threatening our very existence. With th acquisition of nuclear capability, our aim i to develop a nuclear deterrent against ans evil designs of both China and Pakistan and also to pressurise the nuclear powers to go in for a complete nuclear-free world. Then was also the danger of terrorists in differen parts of the world acquiring nuclea: capability and blackmailing non-nuclea: national governments. Even though nuclea: development is costly yet national security is paramount for economic growth and development and thus it was worth becoming nuclear whatever be the costs There cannot be any compromise on matter involving national security.

Comments: No. 5 reveals excellent grass over the subject. His views are highly matures and realistic. He is able to think of nationa. interests and security in an objective and rationa. manner and project his arguments in a logical and convincing way. In short, he is able to examine a problem in its proper perspective and entirety. No. 5 has been very successful in creating a strong as well as favourable impact on the group by his positive and dynamic approach. A positive leader with proven capacity. Selected and awarded top rank rating in the

No. 6: Friends, we all know that sooner or later, most of the countries in the world will acquire nuclear capabilities. The ability to produce nuclear bombs and weapons and deliver them accurately on selected enemy targets by means of ballistic missiles cannot for ever remain the monopoly of only the

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big powers. In fact, this aspect was rudely brought home to all concerned when India, without external help, exploded its own nuclear device in Pokhran on May 11, 1999 and became a member of the exclusive nuclear club. Apart from l'akistan, Israel and South Africa too seem to have gained nuclear capability. Canada, Australia, Spain and some South American countries are also said to possess nuclear capability. Therefore, Pakistan going nuclear should not unduly disturb us. Secondly, we know that arms race will not solve any problem but only create more problems. In my view when all countries have acquired nuclear capability, it will automatically become redundant as is the case with poisonous gases and chemical warfare. Poison gas was used in World War I but it never surfaced during World War II and in Vietnam. When both sides have this power, it will cancel itself out. Finally, India is too big a country for Pakistan to swallow. We have tasted our Independence and no one can take away our freedom from us. I feel the answer was to find other solutions to keep Pakistan and China in check rather than jump into a nuclear race. Right now poverty, illiteracy, unemployment, ill-health and the like are our major and bigger enemies. They are more dangerous for national freedom than Pakistan's nuclear capacity. We should review our foreign policy. Perhaps, we could have got nuclear guarantee from both the USA and Russia against nuclear attack on us. We may ultimately succeed in getting

nuclear war banned from the world. Gandhiji, a single, frail individual, gave us a new weapon of 'Ahimsa', and freed our country from the British yoke to us. India can again provide a new solution to the global nuclear threat. India must try and do its duty with courage and wisdom. I am positive we will succeed.

Comments: No. 6 has spoken well and argued a difficult case with remarkable imagination and persuasion. He has been quite successful in creating a very favourable and strong impact on the group with this single performance of his. In the earlier stages he remained a mere onlooker. However, when his turn arrived, he has proved to be a capable and turn arrived, he has proved to be a capable and with courage and competence. He has plenty of ideas and his arguments are rational, methodical and with training his mildness can be easily overcome. Selected.

No. 7: Friends, our friend No. 6 has brought out some new points and I think it is important that we take a closer look at some of them. As you would appreciate they are not only controversial but have a vital bearing on the security and defence aspects of our country. To be brief, the theme of No. 6's presentation is that India should not have gone nuclear notwithstanding the fact that Pakistan too has exploded a nuclear device. His hope is that since poison gas has gone out of use, nuclear weapons will also go out of use. In my considered view this is not a correct comparison. In the case of poison gas, it was meant for the front-

line troops and subject to wind and other climatic conditions. It could cause mor damage to the user and his civil populatio: But atom or nuclear bomb can be droppe on major cities and industrial centres as w. done in Hiroshima and Nagasaki of Japa: If we had no capacity for nuclear retaliation then Pakistan and its ally China could easi blackmail us. Secondly, we cannot depen on the goodwill of the big powers. The will put their own interests before our We can see how America has abandone Taiwan, Vietnam, Iran, etc. What is worse to get their protection you have to becom a satellite of the super power, mortgagin your independence and sovereignty. No also spoke of economic and social problem-But I wish to emphasise that national security and survival take precedence ove everything else. India's security, surviva integrity and honour as a free and sovereig nation are more important than anythin else. I am sure you all will agree with m on this. Thank you.

Comments: No. 7, who has been displayin initiative and taking part in the group deliberations from the early stages, has no demonstrated that he has the resources an ability to stand up to stiff competition an challenge and turn the tide in his favour. It has a good and firm grip on the subject. Hi has a good and firm grip on the subject. Hi has a good early interesting the persuade and motivate others, especiall under adverse circumstances is very high. No doubt he plays on the continual side of hi audience but his arguments are also weight rational and convincing. Selected.



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### Latest In General Knowledge



TRIPS: Trade-Related Intellecutal perty Rights

The United States on August 5, 39 sought global trading nations to ommit to a January, 2000, deadline implementing the World Trade ganisation's agreement on Trade-Related ellectual Property Rights. The agreement ich be came in effect from July 1, 1995, a time-table for its implementation. tile developed nations like the US, were en one year to implement the jurements; developing countries shifting m centrally- planned economies five irs, and the least developed countries C's) 11 years.

RDSO: Research, Designs and Standards ganisation

The Research, Designs and Standards ganisation, the Research and Development ng of the Indian Railways which has its adquarters at Lucknow, has launched its bsite on the Internet with an access site http://rdso.org.



Rabindranath Tagore's iniversary: Gurudev Rabindranath gore's death anniversary was observed on igust 7, 1999

Hiroshima Day: Hiroshima in Japan was nembered on August 6, 1999. It was on Nday 54 years ago that Hiroshima became the ticity ever where the atom bomb was apped by a US B-29 bomber Enola Gay. out 140,000 people were killed in the

30th Anniversary of Man's Moon nding: The 30th Anniversary of Man's iding on Moon was celebrated on July 1999. Thirty years ago on July 1969, Neil imstrong, Edwin Aldrin and Michael illins were launched on journey to the on where Armstrong and Aldrin became · first and second men to set foot there spectively on July 20, 1969.



Prime Minister (Acting), Russia: L Vladimir Putin, the former security head ussia was appointed acting Prime inster of Russia replacing Mr. Sergei Pashin on August 9, 1999.

Governor, Arunachal Pradesh: Former 'lef of Research and Analysis Wing (RAW) Arvind Dave was sworn in as Governor of Arunachal Pradesh on

August 2, 1999. Mr. Dave succeeds Lt-Gen. S.K. Sinha (Retd.), the Governor of Assam who was holding the additional charge of Arunachal Pradesh after the retirement of Mr. Mata Prasad.

Executive Director. IMF: Mr. B.P. Singh was appointed Executive Director of the IMF with effect from August 1, Mr. Singh had earlier served as the Secretary in the Home Ministry and later as the Health Secretary.

Chief Minister, Haryana: The Indian National Lok Dal (INLD) leader, Mr. Om Prakash Chautala was sworn in as the Chief Minister of Haryana on July 24, 1999.

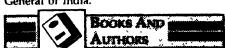
King, Morocco : The Crown Prince of Morocco, Mr. Sidi Mohammed

enthroned as the King of Morocco, after the demise of his father King Hasan II on July 23, 1999.

Chairman, UGC: Dr. Hari Pratap Gautam, Acting Chairman of the University Grants Commission (UGC) was appointed the Chairman of the UGC on July 22, 1999.

Finance Secretary: The Information and Broadcasting Secretary, Mr. Pivush Mankad was appointed the new Finance Secretary on July 19, 1999.

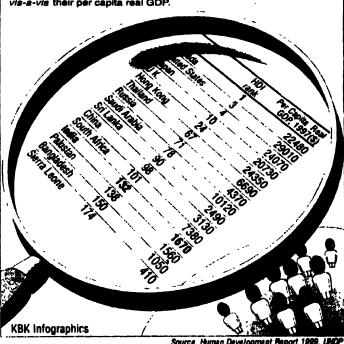
Additional Solicitor-General: Mr S.S. Jaisinghani, a lawyer of Mumbai High Court, was appointed Additional Solicitor-General of India.



A Sin of Colour: The book is written by Sunetra Gupta. It is a story of the Roys who live in a house called Mandalay in Calcutta. Atter independence, and the eventual partition of the country, the family fortunes fluctuated with their wealth receded. One of the family members, Debendranath, who was last seen on a punt on the Cherwell in Oxford, was presumed to be dead when he could not be traced. However, the mystery unfolded after two decades when Debendranath returned to the family house which is in ruins.

The UNDP Human Development Report ranks 174 countries on the basis of measuring human development by combining indicators of life expectancy, educational attainment and adjusted real income into a composite Human Development Index (HDI).

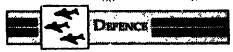
The graphic shows the HDI rank of select countries vis-a-vis their per capita real GDP.



Source Human Development Report 1999, UN



Subrahmanyam Committee : The Government announced on August 4, 1999 that the four-member Committee headed by noted defence analyst Mr. K. Subrahmanyam, will review the events that led to l'akistan's aggression on Kargil.



Manufacture of Bofors Guns : The Chairman of the Ordnance Factory Board, Mr. D. Rajgopal said on July 18, 1999 that the 155-mm Bofors guns that played a significant role in evicting Pakistant intruders in Kargil operations, would be manufactured in the ordnance factories of Kanpur and Jabalpur.



**DU's School of Correspondence Courses:** The Delhi University has done away with its School of Correspondence Courses. Now it has adopted the Open University system for distance education, said the university sources on August 3, 1999. The Open Manu Shri Award: Telugu writer, Dr. Malati Chendur was awarded the Manu Shri Award on July 25, 1999.

Indira Priyadarshini Vrikshamitra Award: Mr. Ramesh Sharma, Superintendent of Railway Police was selected for Indira Priyadarshini Vrikshamitra Award for 1999. The award carries a cash component of Rs. 50,000 and a plaque.

UNESCO's Cities for Peace Prize: Hanoi, the capital of Vietnam, has been chosen as winner of UNESCO's Cities for Peace Prize for the Asia Pacific, it was announced by the Hanoi People's Committee on July 26, 1999.

International Prize for Film and Media Music: India's sitar maestro Pt. Ravi Shankar received the coveted International Prize for Film and Media Music for 1999 in Bonn on July 24, 1999. The award has been instituted by the German government's Art and Exhibition Centre

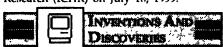
Langley Gold Medal: Two of the Apollo 11 crew members, Neil Armstrong and Edwin Aldrin received the prestigious Langley Gold Medal for aviation in Washington on July 20, 1999 to mark the 30th anniversary of man's first landing on the moon.

National Film Awards: The National Film Awards were announced on July 16, 1999. Vinay Shukla's Godmother bagged six awards including Best Actress-Shabana Azmi; Best Lyric Mati Re Mati Re--Javed Akhtar; Best Male Playback Singer—Sanjeev Abhyankar for Suno re Bhaila; Best Editing-Renu Saluja; Best Music-Vishal Bhardwaj and the Best Feature Film in Hindi in the language category. While Ajay Devgun was named the Best Actor for his performance in Mahesh Bhatt-directed Zakhm. (He shared the award with Malayalam actor Mammootty for his performance in English film Dr Babasaheb Ambedkar directed by Jabbar Patel.) Alka Yagnık won the best Female Playback Singer Award for the film Kuch Kuch Hota Hui. Shyam Benegal's latest film Samar bagged two awards including the Best Feature Film as also for the Best Screenplay for Ashok Mitra.

UNESCO Literacy Prizes: India's National Literacy Mission (NLM) has been selected for the UNESCO's Noma Literacy Prize for 1999 in recognition of its efforts to "galvanise activities towards national integration, conservation of environment, promotion of women's equality and preparation of family customs and traditions besides producing teachinglearning materials, training establishing autonomous education bodies, creating educational awareness and raising the demand for quality and quantity of primary education. The award carries \$15,000 and a silver medal. The Corresponding Services of the Literacy Movement Organisation of Iran has been selected for Malcolm Adiseshiah International Literacy Prize for providing learning opportunities to those who seek knowledge but cannot attend literacy classes. The Family Literacy Programme of the Basic Skills Agency, UK, was chosen for the International Reading Association Literacy Awara. The King Sejong Literacy Prize has been shared by the Directorate for Adult Literacy and Training, Ministry of National Education, Niger and the Ministry for the Promotion of Women and Human Development, Peru.

H.K. Firodia Awards for Excellence in Science & Technology: Dr. K. Kasturirangam, Chairman of ISRO and two other Indian scientists, Prof. M. M. Sharma and Dr. Paul Ratnaswamy were selected for this year's H.K. Firodia Awards for Excellence in Science & Technology in recognition of their contributions in space technology, study of heterogeneous chemical reactions and work in the field of industrial catalysis respectively.

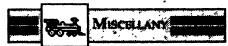
Best Institution Award: The Project Directorate of Biological Control, Bangalore was presented the Best Institution Award 1998 by Indian Council of Agricultural Research (ICAR) on July 16, 1999.



Buddhist Site Found: The Archaelogical Survey of India (ASI) has found a rich Buddhist site at Sanati in Gulbarga district of Karnataka as per the report on August 7, 1999. According to the Director General of ASI, the site bears significance because it is the first time that any anthropomorphic representation of Emperor Ashoka has been discovered with identifying inscription

Mughal Coins Found: Two ancient coins belonging to the period of Mughal Emperor Aurangzeb have been discovered at Yalagi village in Gulbarga district in Karnataka. One was a silver coin, minted at Bijapur in the State and the other a copper coin, minted at Surat in Gujarat. The coins would help study the genealogy of the Mughal Kings.

Nuclear Scientists Develop Zircaloy-4: Indian scientists and engineers at Hyderabad-based Nuclear Fuel Complex (NFC), a major unit of the Department of Atomic Energy, have successfully developed and produced, for the first time in the world, a critical component for nuclear reactors called Zimiloy-4 (square channel) through the seamless route. The unit produced the square channels for the Tarapur Atomic Power Station, after its supply was stopped by the United States, Canada and Japan following the post-Pokhran-Il sanctions imposed on India. The NFC has already fabricated 80 channels each costing Rs. 5 lakh and sent them to Tarapur. Nearly 100 channels were required for "recharge" of the reactor every year. A huge amount of toreign exchange had to be spent earlier for the import of these channels. South Korea has recently placed an order with the NFC for the supply of Zircaloy-4 bars for use in nuclear reactors in that country.



INS Vikrant: The Maharashtra government presented a cheque of Rs. 5 crore to the Navy on July 29, 1999 for work on dry docking and repair of the decommissioned aircraft carrier, INS Vikrant. The fund is meant to help convert the Navy's former flagship into a maritime museum.

HLL Rated Most Admired Compan Ambani Most Admired CEO: According to a survey released by Taylor Nelson Sofre Mode (TNS-Mode), on July 26, 199 Hindustan Lever Ltd (HLL) has been rate as the Most Admired Company in the Country. The Chairman of the Reliand Industries Ltd. (RIL) Mr. Dhirubhai Ambani she Most Admired Chief Executive Office (CFO) while the Tata Group Chairman Mr. Ratan Tata was rated second. The supplies list of the most-admired CEOs als includes Narayan Murthy of Infosys, Ar Ambani and Mukesh Ambani of RIL ar Rahul Bajaj of Bajaj Autos.

Calcutta Renamed: The West Beng assembly unanimously adopted a nor official motion on July 20, 1999 changir Calcutta's name to Kolkata.

Biggest Desalination Plant: Bhar. Heavy Electricals Limited (BHEL) had commissioned India's largest capacit desalination plant on a turn-key basis the Gulf of Mannar along Tamil Nadi The sea water desalination plant, wit approximately one inillion gallons per dicapacity, is expected to cater to the drinkir water requirement of over 2.5 lakh peop in 296 villages of Ramanathapuram distriof the State.

India Among 22 Countries with High Informative National Website: According to a survey released on August 3, 1999 to the International Y2K Co-operation Cent (IY2KCC), a United Nations-backed grouf unded by the World Bank, India and other nations, have "highly informative national government websites. The surve which was conducted in July 1999 lists apafrom India, the following countrie Australia, Botswana, Canada, Chile, Franc Iceland, Indonesia, Ireland, Japan, Keny Lithuania, Mexico, the Netherlands, Net Zealand, Philippines, South Kores Singapore, South Africa, Uganda, UK and the USA.



Chamera Stage-II Project : Activ construction work on the 300-mw Chamer Stage-Il Project in H.machal Pradesh ha started following an agreement with th Indo-Canadian Hydro Consortium in Jul-1999, as per the announcement by th National Hydro-electric Power Corporation on July 28, 1999. The project is estimated t cost Rs. 1,900 crore and is to be complete within tive years. The project is located o the Ravi near Chamba and its mai components are a 39 metre high concret dam, a 7.86 km long head race tunnel, a underground power house comprising thre units of 100 mw each and a 3.6 km long to race tunnel.

Nathpa Jhakri Power Project: Nathp Jhakri Power Project in Himachal Prades which is under construction is the country largest underground hydel power project its power plant is also perhaps the most environment-friendly, with the largest water diversion tunnel in the world. It is expected to generate an ambitious 6,700 million unit of energy and provide 1,500 mw of power.

(Continued on page 13t

### Indian And Global Environment

#### Management Aptitude Test, May 1999 All India Management Aptitude Testing Service (AIMATS)

- ). 1. In 1999, Pete Sampras became No 2 a short time only. Who became No. 1 ing that period? () Chang 2) Moya 3) Krajicek I) He never became No. 2 ). 2. Who is the Indian cricketer to have ed 3 centuries in a row in his first 3 test ches? 1) Sachin Tendulkar 2) Kapil Dev 3) Mohd. Azharuddin 1) Sunil Gavaskar 3. The cricketer who acts in a T.V. Serial Salil Ankola (2) Nilesh Kulkarni Abhay Kurevilla (4) Nobody ). 4. What is the nickname of Kumble? 1) Jimmy (2) Jammy 3) Jumbo (4) Jet ). 5. Who among the following has taken fastest fifty wickets in One-day rnationals till 1st April, 1999? ) Saqlain Mushtaq (2) Ajit Agarkar 3) Kapil Dev (4) Courtney Walsh ). 6. In Wrestling (WWF), the Undertaker nown as 'The Phenom' Then who is wn as 'Stone Cold Steve Austin'? The Phenominum (2) The Rattle Snake 1) The Cooperator (4) Bad Boy ). 7. In which of the following cities, nble took 10 wickets in an innings? Calcutta (2) Chennai agour (4) Delhi ). 8. When Kumble took 10 wickets in nnings, who among the following took catch to dismiss the last batsman? ) Rahul Dravid 1) VV.S. Laxman ) Mohd. Azharuddin ) Navan Mongia 1. 9. What is the folk dance of ;halaya ? ) Nati (2) Loho 1: Bamboo Dance (4) Khantum 1. 10. There is a traditional flower ngement called Athapoo. In which tal is this used? Onam (2) Rath Yatra 1 Teej (4) Pongal ! 11 Kuchipudi is a dance drama of h of the following States? of the following Andhra Pradesh (2) Kerala O. 25. VIP suitcases are being
  - Q. 13. 'Peace on Earth' is the message of which of the following festivals? (1) Diwali (2) Holi (3) Christmas (4) Dussehra Q. 14. Which place is known as Queen of the Arabian Sea? (1) Kochi (2) Alappuzha (3) Punjab (4) Mumbai Q. 15. Betwa river joins the (1) Ganga (2) Yamuna (3) Brahmputra (4) Sone Q. 16. "Business At The Speed of Thought" is the title of a recent book by (1) Rajeev Gandhi (2) Rahul Bajaj (3) Bill Gates (4) Bill Clinton Q. 17. A recent Computer Virus which left a large number of Internet and e-mail users reeling under its impact was called (1) Friday the 13th (2) Y2K (3) Melissa (4) Hiawatha Q. 18. A monument erected in honour of a person buried elsewhere is called (1) Cenotaph (2) Epitaph (3) Epitome (4) Semaphore Q. 19. The theory that refers to an explosion about 10 to 15 billion years ago, which most astronomers believe to be the origin of the Universe, is called (1) The Red Shift Theory (2) Relativity Theory (3) Big Bang Theory (4) Titanic Theory Q. 20. Which creature in Greek mythology has the arms, shoulders and head of a man, while the body and the legs that of a horse? (1) Centaur (2) Achilles (3) Apollo (4) Cupid Q. 21. Unit Trust of India's headquarters is located at (2) Chennai (1) Mumbai (4) New Delhi (3) Calcutta Q. 22. 'India Brand Equity Fund' was established in the year (1) 1992 (2) 1998 (3) 1995 (4) 1996 Q. 23. Brand name 'YKK' is related to (2) Cellular phones (1) Cars (4) Shoe Polish (3) Zip Q. 24. One-rupee note bears the signatures (1) Governor of Reserve Bank of India (2) Finance Minister (3) Secretary, Ministry of Finance (4) President of India

Q. 26. Actors get Oscars, Advertising Campaigns get Clios, what do Best Direct Marketing Compaigns get? (1) The Dimark (2) The Assets (3) The Best-effort (4) The Echoes Q. 27. De Beer's has the world monopoly in diamonds. Recently, another diamond company tried to challenge its monopoloy but was crushed. Name it. (1) Gili Diamonds, Hungary (2) Agile Diamonds, USA (3) Hilfy Diamonds, Germany (4) Argyle Diamonds, Australia Q. 28. Name the brand that advertises itself with the slogan 'The Vision of Sound'. (1) Samsung TV's (2) Thomson TV's (3) Sansui TV's (4) BPL TV's Q. 29. 'Peter England' is the brand name (1) Shirts (2) Cigarettes (3) Shoes (4) Carpets Q. 30. "That which we call a rose, by any other name would swell as sweat". Who said these words? (1) George Bernard Shaw (2) Shakespeare (3) John Milton (4) Robert Browning Q. 31. National Income is the (1) Net national product at market price. (2) Net national product at factor cost. (3) Net domestic product at market price. (4) Net domestic product at factor cost. Q. 32. Ferozabad in U.P. is famous for (1) Leather industry (2) Glass industry (3) Rubber industry (4) Cotton industry Q. 33. Fiscal policy means (1) The credit policy (2) The planning policy (3) The taxation policy (4) The expenditure and public debt Q. 34. Which of the following is not a financial institution? (1) ICICI (3) IDBI (4) IIPA Q. 35. 'Oral-B' is the brand name of which of the following products? (1) Contraceptive pills (2) Software (3) Mouth freshener (4) Tooth brush Q. 36. 'Quetzal' is the currency of (1) French Guyana (2) West Indies (3) Guatemala (4) Luxembure Q. 37. Which day is celebrated as the International Labour Day? (1) 1st January (2) 21st July (3) 31st December (4) 1st May

! 12. Who gave the Karnatic music its

Furandaradasa (4) Amjad Ali Khan

.) Shyama Shastri (2) Thyagaraja

(4) Tamil Nadu

manufactured by

(4) None of these

(1) Tata Plastic Products

(2) Blow Plast (India) Ltd.

(3) Asian Plastics Pvt. Ltd.

) Karnataka

ent form ?

(Continued on page 134)

### Data Sufficiency And Data Analysis

### Management Aptitude Test, May 1999 All India Management Aptitude Testing Service (AIMATS)

Directions (Qs. 1 to 20): In these questions, each question is followed by two statements labelled A and B in which certain data is given. You have to decide whether the data given in the statements are sufficient to answer the question. Using the data given together with your everyday knowledge, choose your answer as

(1) If statement A alone is sufficient but statement B alone is not sufficient to answer the question.

(2) If statement B alone is sufficient but statement A alone is not sufficient to answer the question.

(3) If both the statements A and B together are sufficient to answer the question but neither of these alone is sufficient to answer the question; and choose

(4) If A and B together are not sufficient to answer the question and additional information is required.

- Q. 1. What is x?
- $A \cdot 2x + 10 = 35$  B : x + y = 17
- Q. 2 What is x?
- A: x + z = 23 B: 3x 35 = 10
- Q. 3. What is y?
- A: 1/2x + y = 5 B: x + 1/3y = 5
- Q. 4. What is 2?
- A: 3x + 45 + 5z = 120
- $\mathbf{B} : 4x + 72 + 3y = 130$
- Q. 5. How tall is Purnendu?
- A: Sanjeeva is 5 it 7 inches.
- B. Sanjay is taller than Purnendu.
- **Q. 6.** Is Dellu the most polluted city in the world?
  - A: Delhi is the most polluted city in India
  - B: Delhi is the capital of India.
- Q. 7. What marks have been obtained by
  - A: Akshay's marks are the average of the marks of Namita and Mona.
  - B: Namita obtained 80 marks and this is 33% more than the marks obtained by Mona
- Q. 8. Is Heathrow the busiest airport in the world?
  - A: On an average, a flight takes off every 2 minutes from Terminal 4.
  - **B**: There are no flights between 10 p.m. and 5 a.m.
- Q. 9. How much weight did Sheela lose within first one week of her dieting?
  - A: She lost 300 grams per day during the first month.
  - B: She lost 250 grams per day during the second month.

- Q. 10. A certain bookshop sold 92 copies of Bill Gate's book 'BUSINESS AT THE SPEED OF THOUGHT' during the first day. What percentage of his stock of this book did he sell on that day?
  - A: The total number of books with this title on stock is 230.
  - B: There are a total of 1000 books in his store.
- Q. 11. Did Jayalalitha receive more than 40% of the 30,000 votes cast in an election?
  - 0% of the 30,000 votes cast in an election?
    A: Mamata received 45% of the votes.
  - B: Jayalalitha received exactly 11000 votes.
  - Q. 12. What is the value of y?
  - A: x y = 3  $B: y(x^0) = 0$
- Q. 13. What was the combined average attendance per game at the Jawaharlal Nehru Stadium for the months of June and July?
  - A: The total attendance for the month of June was 23100 and the total attendance for the month of July was 25,200.
  - B: There were 20 games played in June and 22 games played in July.
- Q. 14. If t is a multiple of prime number S, is t a multiple of S<sup>2</sup>?
  - A:S < 4 B:t=18
- Q. 15. What is the area of a rectangular field whose perimeter is 40 metres?
  - A: A fence around the entire boundary of the field is 140 meters long.
  - B: The field is more than 20 meters wide.
- Q. 16. What is the value of the expression  $4x^2y 4x^2/y$ ?
  - Á:x ≖ 2 ′ B:y # l
- Q. 17. If  $x^6 y^6 = 0$ , what is the value of  $x^3 y^3$ ?
- A:x is positive B:y is greater than 1
- Q. 18. What is the shortest distance between Delhi and Gurgaon?
  - A : Delhi to Faridabad is 18 km.
  - B: Faridabad to Gurgaon is 23 km.
- Q. 19. What percentage of families in the State of Kashmir have an annual income of over Rs. 2.50,000 and own a boat?
  - A: 28% of all the families in the State have an annual income of over Rs. 2,50,000.
  - B: 40% of the families in the State with an annual income over Rs. 2,50,000 own a boat.
  - Q. 20. What is the value of x + 3y? A: x + y = 4. B: 2x + 6y = 15.

Directions (Qs. 21 to 28): These questions are to be answered on the basis of the table below giving the percentage of different factors that employees in a modern organisation want.

Why	Factor W.	hy
employee	s en	aployees
like an	lea	eve an
organisati	lon or	ganisatio
71%	Job Content	50%
57%	Opportunities	57%
21%	Training	21%
29%	Compensation	36%
36%	Company Image	7%
29%	Flexibility	0
0	Sense of purpose	0
7% .	Leadership	21%
<b>79</b> %	Work Culture	7%
0	Work Relationships	0
21%	Quality of Worklife	
NA	Higher Studies	42%
NA	Overseas	7
	Assignments	64%
NA	Personal Needs	29%

TATE -

- Q. 21. The single most popular factor tencourage employees to leave a organisation is
  - (1) Bad work culture
  - (2) Not enough training
  - (3) The attraction of foreign assignmen
  - (4) The desire to pursue higher studie
- Q. 22. For how many factors listed in the table, is the percentage for employed leaving the organisation greater than the percentage for employees liking a organisation?
  - (1) 2 (2) 3 (3) 4
- Q. 23. If the job content and the wordstream right, approximately with percentage of the employees would be happy in an organisation?
  - (1) 90% (2) 30% (3) 75% (4) 5t
- Q. 24. Which factor, other than wor relationships, seems to have no significal bearing on the employee liking or leavin an organisation?
  - (1) Work Culture
  - (2) Flexibility
  - (3) Sense of purpose
  - (4) Quality of worklife
- Q. 25. The percentage for all factor contributing to an employee leaving a organisation can be expressed as multiple of 7 (including 0), plus or minus 1. There only one multiple of 7 which does not occur in the data. What is that?
  - (1) 7 (2) 21 (3) 14
- Q. 26. If the total number of employed in an organisation is 1400, approximatel how many of them would leave th organisation on account of the compensation package?
  - (1) 700 (2)
    - (2) 420
- (3) 98 (4) 5

Q. 27. Which factor is twice as important for employees to leave n organisation as the training being provided by the organisation? (1) Personal needs (2) Higher Studies (3) Leadership (4) Job Content Q. 28. Of the fourteen factors identified in the problem, how lany have absolutely no significance as far as influencing an naloyee's decision to leave the organisation is concerned? (3) 6Directions (Qs. 29 to 34): These questions are to be answered n the basis of the following: Ten students - L, M, N, O, P, Q, R, S, T and U graduated from forld University in the years 1971-1975, two students per year. M graduated the year before Q. P and R graduated together before 1975. Q and N did not graduate in the same year, S and T graduated Q. 29. All of the following are possible orders of graduation, arting with the 1971 pair of graduates EXCEPT P, R; (1) S, T; M, O; Q, N; L, U (2) S, T; P. R: M, N; Q, O; L, U (3) O,U; M,N; Q, L; P; R; S, T M,U; Q, L; N, O; (4) P, R; S, T Q.30. Which of the following could be in the pairs that graduated 1971, 1973 and 1975 respectively? (1) O, U, N (2) O, L, U (3) L, N, S (4) S, N, P Q. 31. If Q, T and U graduated in 1972, 1973 and 1975 respectively and M graduated together, which of the following must be ue? (1) L graduated in 1972 (2) N graduated in 1974 (3) P graduated two years before N (4) R graduated before 1974 Q. 32. If O and U graduated together, and Q graduated in 1974, hich of the following must be true? (1) N graduated in 1974 (2) N graduated in 1972 (4) R graduated in 1972 (3) L graduated in 1974 Q. 33. If P graduated in 1973 and L and O graduated together, hich of the following are the only years in which N could be one f the pairs of graduates? (l) 1971 and 1972 (2) 1971 and 1974 (4) 1972 and 1974 (3) 1971 and 1975 Q. 34. If L, O and U each graduated in an even-numbered year, of the following must be true? (2) O graduated in 1972 P graduated in 1971 (3) Q graduated in 1972 (4) N graduated in 1973 Directions (Qs. 35 to 40): These questions are to be answered n the basis of the following data for costs incurred under different

eads for creating an Internet-base	ed learning site:			
Head	Annual cost incurred			
	(in Rs.)			
Leased Line	10,00,000			
Computer Hardware	12,00,000			
Projection Equipment	2,50,000			
Manpower	7,50,000			
Utilities	1,50,000			
Teaching Aids	3,50,000			
Maintenance	50,000			
Miscellaneous	2,50,000			
Q. 35. The total annual expense for	or the centre is how many t			

Q. 35. The total annual expense for the centre is how many times the expense for the Leased Line?

36. In a pie chart, the angle at the centre for the Computer ardware part of the annual cost is

(1) 90° (2) 108° (3) 72° (4) 36° Q. 37. The total cost of Computer Hardware, Manpower and laintenance is what fraction of the total annual cost of the centre?

(1) 50% (2) 70% (3) 30% (4) 40%

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Q. 38. If according to recommendations of TRAI, the annual o of a Leased Line were to be reduced to Rs. 1,00,000 per year, wh would become the second highest component of the cost?

(1) Teaching Aids

(2) Manpower (4) Utilities

(3) Projection Equipment Q. 39. If there were another centre of a similar type whose exper on each item was 4 times that of this centre, and pie-charts for be were created, the ratio of the diameter of the pie chart for the in expensive centre to that of the less expensive centre is

(1) 4:1 (2) 2:1 (3) 1 : 2

Q. 40. The money being spent under the head of Miscellanee is what percent of the total expense?

(1) 2.5%

(2) 5%

(3) 7%

(4) 6.25

#### **ANSWERS**

1. (1) 2. (2)	3. (3): Solve the equation
4. (4): Since there are 3 variable	s, three equations are requin
5. (4)	6. (4
7. (3): Akshay = Namita + Mor	na, Namita = 80

80 = Mona + 33% of Mona, i.e. Mona = 60 : Akshay = 70

8. (4) 9. (1) 10. (1) 11. (2) 12. (2) 13. (3 **19**. (3 17. (4) 18. (4) 14. (4) 15. (4) **16.** (3)

20. (2) 21. (3)

22. (1): Compensation, Leadership 23. (4) 24. (3

25. (3): 7%, 21%, 57% (+1) occur. 13% or 14% or 15% does r occur.

**26.** (4): 36% of 1400 = 504

27. (2): Training (21%), Higher Studies (42%).

28. (4) : Flexibility, Sense of purpose, Work Relationship, Qual of Worklife.

29. (1): Q & N cannot graduate in the same year. 30. (3): 1971 — LM, 1972 — QO, 1973 — NU, 1974 — PR, 1975 - ST

31. (1) 1971 — MO, 1972 — QL, 1973 — ST, 1974 — PR, 1975 - UN

32. (3) · 1971 — PR, 1972 -- QL, 1973 — MN, 1974 — QL, 1975 - ST

33. (2): 1971 - MN OR SI; 1972 - QU OR LO 1973 - PR OR PR, 1974 - LO OR MN

1975 - ST OR QU 34. (3): 1971 — MN, 1972 — LQ, 1973 — PR, 1974 — OU, 1975 — ST

35. (1): Total cost is 40,00,000

**36.** (2) :  $360^{\circ} = 4000000$ ,  $\therefore 1200000 = 108^{\circ}$ 

37. (i) 8. (2) 39. (2)

**40.** (4): 250000 = 6.25% of 40000

#### **Indian And Global Environment**

(Continued from page 131)

Q. 38. How many National Waterways are there in India ' (2) 5 (3) 7(1) 3

Q. 39. 7 o'clock safety razor blade is being manufactured by

(1) Gillette

(2) Poddar Group

(3) Indian Shaving Products Ltd.

(4) Sensor Excel Shaving Products Ltd.

Q. 40. What does 'Super 301' agreement of U.S.A. deals with

(1) The trade relations between the interested countries

(2) Alleviation of poverty from the Third World

(3) Foreign exchange crisis of the developing countries

(4) None of these

#### **ANSWERS**

1.	(2)	2.	(3)	3.	(1)	4.	(3)	5.	(2)	6.
	(4)	8.								4
9.	(None	of the	: (ex	The fo	olk d	ance of	Meg	halaya	is K	hasi Da
10.	(1)	11.	(1)	12.	(2)	13.	(3)	14.	(1)	<b>15</b> . (2)
16.	(3)	17.	(3)	18.	(1)	19.	(3)	20.	(1)	<b>21</b> . (1)
22.	(1)	23.	(3)	24.	(3)	25.	(2)	26.	(1)	J 27. (4)
28.	(i)	29.	(1)	30.	(2)	31.	(1)		(2)	<b>33</b> . (3)
34.		35.		36.		37.			(2)	39. (3)
40	• -		` '		` '		` '		`,	

#### ombelition: Coportunities

Probationary Officers' Examination
BSRB, Hyderabad
(Exam Date: August 29, 1999)
Management Aptitude Test (MAT)
All India Management Association
(Exam Date: September 5, 1999)
UPSC Combined Defence
Services Examination,
September 1999

(Exam Date: September 19, 1999)
Recruitment Examination for
Officers (Information Technology)
BSRB, Baroda

(Exam Date: September 26, 1999)
UPSC National Defence Academy/
Naval Academy Examination,
October 1999

(Exam Date: October 3, 1999)
SSC Combined Preliminary Exam
For Matric Level Posts, 1999
(Exam Date: October 24, 1999)
Recruitment Examination for
Clerks, Typists (English),
Typists (Hindi & English),
Stenographers (English)
BSRB, Bangalore

(Exam Date: October 24, 1999)

Recruitment of Clerks Grade II/
Coin-Note Examiners Grade II
Reserve Bank of India: New Delhi,
Hyderabad, Patna, Ahmedabad, Jammu,
Kanpur, Guwahati, Thiruvananthapuram
(Exam Date: November 14, 1999 [Expected])
Recruitment Exam for Bank Clerks,
Stenographers and Typists
BSRB, Chandigarh
(Last Date: September 6, 1999)

(Last Date: September 6, 1999)
(Exam Date: November 21, 1999)
Recruitment Exam for Clerks,
Typists and Stenographers
BSRB (Central Group), Lucknow

ast Date: August 31, 1999)
(Lxam. Date: December 12, 1999)
University of Roorkee Entrance Exam.
for Admission to B.E./B.Arch.
(Date of Qual. Exam.: December 29, 1999)

(Date of Qual. Exam.: December 29, 1999)
Joint Entrance Examination-2000 for
Admission to Undergraduate Courses
at Indian Institutes of Technology:
Chennai, Delhi, Guwahati, Kanpur,
Kharagpur, Mumbai, IT (BHU),
Varanasi and ISM, Dhanbad

(Last Date: September 13, 1999)
(Date of Screening Test: January 2, 2000)

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- (2) Management Aptitude Test, Conducted by All India Management Association on September 5, 1999
- (3) Combined Defence Services Examination, Conducted by UPSC on September 19, 1999.
- (4) Recruitment Examination for Officers (Information Technology), Conducted by BSRB, Baroda on September 26, 1999.

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#### INDIA

(Continued from page 22)

Shakti and Samata Party to fight the coming elections.

The pathmaking (pathbreaking?) function in New Delhi was graced by the presence of all concerned: the Janata Dal chief, Sharad Yadav, the Karnataka Chief Minister, Mr. J.H. Patel, the Samata Party leader, Mr. George Fernandes and Mr. Nitish Kumar and Mr. Ramakrishna Hegde of the Lok Shakii

In a swift move, the Dal group led by Mr. H.D. Dave Gowda removed Mr. Sharad Yadav from the post of party President for anti-party activities. The Samata Party and the Lok Shakti announced that they would unite with the Janata Dal and contest the elections under the common symbol—the arrow allotted to JD (United) by the Flection Commission.

Prominent among those who have remained with the Deve Gowda faction are Mr. Madhu Dandavate, Mr. Jaipal Reddy, Karnataka Deputy Chief Minister Siddaramaiah and Mr. C.M. Ibrahim. This faction-Janata Dal (Secular)—has been allotted the symbol of "farmer driving a tractor" since the earlier fanata Dal symbol wheel has been frozen by the Election Commission.

The Lok Shakti President, Mr. Ramakrishna Hegde, said that the decision of the three parties (Lok Shakti, Samata Party and Janata Dal) to come together was the colmination of parleys held during the last eight months. "We will never allow a woman of foreign origin to become the Prime Minister. It will be a great disaster and we will never allow it."



Janata Dal (Sharad) President Sharad Yadav and Ram Vilas Paswan after appearing before the Election Commission on party symbol issue in New Delhi on August 3, 1999

would take place only after the Lok Sabha elections though all the three would take a pro-BJP line.

During its 22-year history, the Janata Party has split at least 13 times. It all began with the merger of the Bharatiya Jan Sangh and the Congress for Democracy of Jagjivan Ram in 1977. Charan Singh and Mr. George Fernandes broke away from the party to form the Lok Dal in 1979, making the first rupture. Soon after the Jan Sangh, assuming the name of Bharatiya Janata Party, broke away from the Janata Party in 1980 on dual membership of RSS and Janta Party issue.

The Janata Dal was formally born in Bangalore in October 1988 and there emerged the rebel Congress group led by Mr. V.P. Singh. Split after split plagued the

Janata Dal through the years by the events in 1997 when Mr. Laloo Yadav walked out of the party to form the Rashtriya Janata Dal. And now comes the split in July 1999. On the virtual end of a Third Front in Indian politics, The Hindu says in its Leader: "More than the death of the Janata Dal as a party, what is of concern now is that the centrist political space has been left vacant. And that loo at a time



Janata Dal (Gowda) leaders S.R. Bommai, Madhu Dandwate and Bapu Kaldate speak to media after a meeting with Chief Election Commissioner M.S. Gill on party symbol at the Flection Commission on August 2, 1999

Mr. Ram Vilas Pasivan, once a staunch critic of the BIP, justified the idea of joining the NDA, saving that 99 per cent of the United Front had already joined hands with the BIP.

The formal merger of the Samata Party, the Lok Shakti and the Janata Dal (United)

when it was needed the most, to challenge the drift towards a majoritarian political ethos, especially with the Congress (I) increasingly consumed by a dynamic political culture, and its attendant risk of turning into an authoritarian power structure."

#### Karnataka State Assembly Dissolved

The greatest fallout of the vertical split the Janata Dal was experienced in Karnata where the Karnataka Assembly w dissolved on July 22 by Mr. Khursheed Ala Khan on the recommendation of Chief Minister, Mr. J.H. Patel, who all sacked the Deputy Chief Minister Mr. Siddaramaiah and seven other minister loyal to the former Prime Minister. Mr. H. Deve Gowda. The Gowda-faction, howevermed the dissolution of the Assembly unconstitutional and undemocratic as the Governor had accepted the recommendations of a "minority" government.

#### Chautala Succeeds Bansi Lal As CM

As a sequel to a series of dramatic politic developments in the wake of the fall of the Bansi Lal government following withdraw of support by the Congress to the Higovernment, the chief of the India National Lok Dal, Mr. Om Prakash Chautabecame the Chief Minister of Haryana (July 24, 1999. This was the fourth time. Mr. Chautala became the Chief Minister

Mr. Chautala emerged as the consens candidate of the INLD, the BJP, the Haryana Vikas Party (Democratic) as six independents. In the 87-member States Assembly, he has the support of 53 MLA

### Closer Ties Between India And Namibia

India and Namibia took a step towar closer economic cooperation when the Namibian President, Dr. Sam Nujon signed two MoUs in New Delhi on July 2 1999. One of the MoUs pertained to \$5 million line of credit for easier facilitate of transfer of Indian technology to Narabba companies. The second MoU was swith Department of Non-convention Energy Resources.

During his talks with the Indian Print Minister, Mr. Atal Behari Vajpayee, It Namibian leader discussed ways to revitals the NAM.

Dr. Sam Nujoma also addressed the Confederation of Indian Industry (CII) and mentioned textiles, apparel clothing garments, leatherware, pharmaceutical plastic moulding and processing of precions stones as areas where assistance from the Indian-industry would be appreciated in Indian businessmen could also exploro opportunities in developing the cemeral industry, agro-industry and mining.

The Namibian President also visited the Central Electronics Ltd at Sahibabad on the Outskirts of the Capital and discussed programme of cooperation between and Namibia in the area of photo-voltain

Namibia which is going to become a 11.00 permanent member of the UN Securit Council next year, has also supporte India's stand on Kashmir.

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### How To Succeed In Civil Services Examination

(Continued from page 50)

Improve your communication skills by giving mock-interviews. These will also open you up. Ask your friends to grill you, so that you can face pressure from the Board easily. Always pause a bit before answering even if you know the answer. Do not give a hasty reply. Answer in an orderly and logical fashion and always look into the eyes of the interviewer while answering. Be polite and courteous. Don't be too much argumentative. Be consistent in your views i.e. just don't change your views because of the fact that the Board is differing with you. Remember that they are only testing you and often even try to provoke you. Give balanced answers and avoid taking extremes. Alongwith your preparation for the Civil Services Examination, the following four elements are the pre-requisites for success in the examination.

(1) Hard Work—Remember that there is no substitute for hard work. No genie is coming to help you. You have to finish the whole course by yourself.

whole course by yourself.
(2) Dedication—Dedication towards your duty always pays in life. Be totally dedicated towards your study. You will have to sacrifice something like movies, parties etc., at this stage of your life to achieve bigger things. Just work day and night and go on and on.

(3) Patience—As the Civil Services Examination spans a whole one year right from Preliminary stage to the Interview stage, it requires a lot of patience to maintain your tempo. At times you may feel tired and sick of further studying during the course of your preparation, but don't throw the towel as yet. Maintain your cool and patience and go on. To take out your anger and frustration, talk to friends and parents. They'll provide you with the much-needed

emotional support. (4) Self-confidence---Your self-confidence can make the whole difference. If you don't believe in yourself and your capacity to achieve then no matter how hard you try, you will and up in failure. So your selfconfidence should be at a very high level. I don't intend to say that you should become over-confident, but a good self-esteem matters. So to pep up your confidence level say to yourselt everyday in front of the mirror that you can do it and you will do it. You should be in the surroundings of the people who could constantly motivate you and inspire you. Keep a group of close triends with you who are as determined to make it to the Civil Services as you are. This will make sure that if you are facing some problems in any subject then you can approach some one. Also while talking and discussing with them you'll be exposed to different views. This will also ensure that you can vent out your frustration by talking to some one. Besides, good friends are always a source of inspiration and motivation

#### Facing The Interview Board

(Continued from page 110)

Sixth Member: Before the break-up of the Soviet Union, China was ranked as the second greatest Communist power in the world and today it is the number one Communist country. Do you think China will also undergo the fate of the former USSR?

Beena: The Western democracies and especially America were totally opposed to Communism. Today, after the collapse of the Soviet Union, USA is the sole super power. It would have tried its utmost to end communism in China as well as in the few other communist countries like North Korea, Vietnam, Cuba etc. However, China has learnt lessons from the mistakes committed by the erstwhile USSR and is now emerging as a near superpower both economically and militarily. I feel, it cannot be vanquished by USA. In fact, USA is now wooing China.

Sixth Member: How is China trying to cope up with this American threat?

Beena: Internally, on the economic front, China has begun liberalisation and introduction of market economy in a phased manner. It has opened up its markets too to Western capital to a fair extent. On the political side, to neutralise the American thrust, China has begun improving its relations with various Asian countries with whom it did not have cordial relations earlier. It is making concerted moves to settle disputes with its neighbours like Japan, India, Vietnam, South Korea, Mongolia, Indonesia, Philippines, and other ASEAN countries etc. So also the leaders of other countries have visited Beijing. China is also out to improve its relations with the European countries. Since the Chinese are flexible and pragmatic, they may be able to counter successfully the American threat and

Comments: This candidate reveals commendable knowledge in international matters. Her grasp and understanding of complex issues is remarkable. Her approach is objective and analytical. She does not allow her views to be influenced by her personal prejudices or emotional involvement. She can be relied on to look ahead and plan effectively to cope up with future development.

Concluding Comments: A cheerful, pleasant and charming candidate, Ms. Yadav is keen, alert, enthusiastic and lively. Her general awareness is sund. She displays commendable will-power, motivating ability and dynamism. With her resolute, clear-cut approach and positive attitude, she succeeds in creating a strong and favourable impact on others. Her preparations are thorough, work methodical and well-organised. Her self-confidence is backed by sustained efforts and she is quite adventurous and enterprising. She uses her resources and imagination to advantage and finds workable solutions to complex problems in a realistic manner. Selected and specially recommended.

#### Latest General Knowledge

(Continued from page 130)

to the Northern Grid. The project is expected to be completed by June 2000 at a cost  $\sigma$  Rs. 10,000 crore.

Project Tiger: The Government had decided to add two more areas to the Project Tiger, Nameri-Pakhui Inter-State Tige Reserve in Assam and Arunachal Prades! (about 1,000 sq. kms area) and Satpura Bor and Pachmarhi Tiger Reserve in Madhy Pradesh (15,000 sq. kms). During the Ninti Five-Year Plan two more areas—Udani Wildlife Sanctuary and Achankmar Wildlif Sanctuary, both in Madhya Pradesh, will be included in the Project Tiger.

Lok Jumbish Project: The Lok Jumbisl Project involving about 40 NGOs and mainly associated with educated men women and children being run in 75 block spread over in 27 districts in Rajasthan is facing closure because the government seek to replace it with the World Bank's Distric Primary Education Project.



Global Carbon Emissions: According the new estimates released by the World Watch Institute on July 28, 1999, for the first time since 1993, global emissions of carbor from the combustion of fuels declined last year, by 0.5 per cent to 6.32 billion tonnes



Columbia Blasts off with Chandra: The American space shuttle Columbia blasted into space from the Kennedy Space Center, Florida, Cape Canaveral on July 23, 1999 to launch the four-storeyed Chandra X-ray observatory (named after the Indiaborn Nobel Laureate Dr. S. Chandrasekhar) in orbit to examine the most powerful sources of X-ray in the Universe-blag holes, colliding galaxies and remain super-nova. It was a milestone in the space history as Colonei Eileen Collins became the first woman to command a space mission NASA took 38 years to put a women in charge of a space mission. Columbia returned to earth on July 28, 1999 after a 5-day

Computers Installed at Mir: The crew on board Russia's Mir space station have installed a new computer that will enable the station to orbit unmanned after they return home later in August, officals at the mission control in Moscow said on August 2, 1999. It is their last space mission on Mir.

Mars Probe to be Launched: According to British media reports (August 3, 1999), Britain is to launch a space probe to investigate whether there is life on Mark A spacecraft Beagle II, named after the property of evolution, will descend to the surface of the red planet in 2003 and gather samples, which will be examined for traces of life on Mars.



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### M. Letters

#### MY EXCLUSIVE CSR LIBRARY

I have been a regular reader of Competition uccess Review since my Xth Class (1998). Since then, I have been preserving this valuable magazine regularly. Today my study room has become a CSR magazine library. In fact, CSR reading has become a passionate hobby for me. My friends who are preparing for various competitive exams come to me for perusal of this magazine for study and reference. Indeed, I feel very proud of my prized collection. It is heartening to note the steady improvement in the quality and contents of the magazine over the years. Every topic in the CSR is interesting and useful not only for those who are preparing for various competitive exams but also for general people. I hope you will continue to keep up the good work.

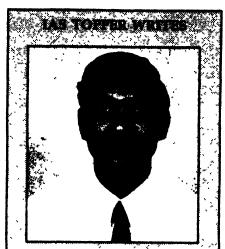
Khammam (Andhra Pradesh) Ganga R. Sharma

#### GROUP DISCUSSIONS BOOKLET

Thanks for providing a free booklet "How To Succeed In Group Discussions" along with August issue of your prestigious monthly magazine, Competition Success Review. Needless to say, the booklet is quite informative and would act as a guiding star for aspirants to various posts in the competitive exams, especially to those in fartlung rural areas who cannot join an academy etc., for equipping themselves to tace Group Discussions and often feel nervous to participate in such discussions. I am also preparing for the forthcoming Civil Services Exam. The booklet has, frankly putting, acted to dispel my fears about Group Discussions and has given me a new - onfidence. Please continue bringing out shah booklets for the benefit of competitors for various posts in the competitive exams. Ranchi (Bihar) M. Maniruddin

#### A REMARKABLE ACHIEVEMENT

I was very much delighted to see a full page photograph of the all-time great Indian tennis duo, Leander Paes and Mahesh Bhupathi (CSR August '99). By winning Men's Doubles both in French Open and Wimbledon, this up-coming duo has brought pride for a billion Indians. Their success story, I feel, is a perfect expression of the phrase—'success—step by step'. To reach the top, they touched almost every rung of the ladder. First qualifying, next time reaching quarter-final and losing, next time making it to semi-final and losing, still next—entering final and again losing. Having



It will be uncharitable on my part if I do not express my gratifude to CSR which has played an important role in my success in the Civil Services Examination 1997-98 with 26th rank. I've been a regular reader of this magazine since 1988 and the regular feature, Interviews of Successful Candidates was really a source of inspiration for my young impressionable mind. When I embarked on this challenging endeavour, CSR was there to help me with its information-packed analytical features. The editor's page and the 'quotes' helped to lift up my spirits in moments of despair. By reading about the mistakes committed by others, I became aware of the pitfalis one can face in the Personality Test and was able to avoid them. Thus, to me CSR has been an invaluable companion. I wish its readers all the very best in their career.

Jaipur (Rajasthan) Prashant Agrawal

tasted the bitterness of all the failures, how sweet the victory at Wimbledon would have been for the pair! Hats off for their patience and game spirit. But regretfully, in our craze for World Cup, 1999, this historic triumph in the tennis field didn't get the attention it deserved.

Gondu Chandrashekhar N. Borkar (Maharushtra)

#### CSR—"THE VALUABLE GIFT TO THE ICS ASPIRANTS"

Competition Success Renew is by far the best magazine for the competitors to various exams it provides a vast knowledge of current affairs, technology, sports, politics, economics etc.

The most important thing is that it is immensely useful, especially to the English medium candidates. I wish there were a Hindi edition too for Hindi medium students whose number is quite large now. CSR's language is very simple, impressive and the latest feature, "IAS Toppers Talk to You" is one of my greatest favourites in this magazine.

I request you to please publish more interviews with successful candidates in ICS which are non-IlTians. Also try to diversify your Questionnaire.

I wish a tremendous success for CSR in tuture.

Jaipur (Rajasthan)

Sharad Tiwari

#### **OPERATION VIJAY**

Operation Vijay rightly deserves to be termed as sensational success (CSR August, 1999) since our brave jawans dislodged the enemy from this side of the LoC in just 50 days from the 140-km Kargil Sector despite the strategically-advantaged positions held by our treacherous enemy on hill-tops. US pressure on Pakistan to vacate, which is claimed to be the deciding factor in the withdrawal of Pak regulars and irregulars, had nothing to do here. The US President, Mr. Bill Clinton's role was to bail out a beleaguered Mr. Nawaz Sharif whose army could not bear the heat of Indian counteroffensive. In fact, Mr. Nawaz Sharif used the Washington Declaration as a face-saving device to extricate his country from an increasingly difficult situation. But soon after Pakistan has reverted to its old game of proxy war--even resorting to direct confrontation with army and para-military forces in J&K. 50 sooner the Kashmir problem is sorted out, better it is for India. We need not be wary of US mediation. How long can we drag on this issue and at what cost to National Exchequer?

New Della Aiay Bhatia

#### CHINESE DIPLOMACY

We need not take China's so-called neutral stand on Kashmir on its face value. It is the exigencies of the situation and expediency which made China cold-shoulder Pakistan. In the event of a referendum sought by Pakistan, China has not only to vacate the areas grabbed by it through 1962 invasion but also the areas so generously ceded to it by Pakistan usurping Kashmir as its integral part even before a referendum.

New Delhi Geetanjali

Edited and Published by Surendra Kumar Sachdeva for Competition Review Pvt. Ltd., 604, Prabhat Kiran, Rajendra Place, New Delhi-110 008 and printed by him at Parshva Offset Press, B-9, Sardar Nagar, Delhi. Tele: 5712898, 5718495, 5761086, Fux: 91-11-5754647.

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Competition Success Review is a monthly magazine published from Delhi. All disputes are subject to Delhi jurisdiction only.





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### Persons And Places In News



PERSONS

Arvind Dave: The former Chief of

Research and Analysis Wing (RAW) was sworn in as the Governor of Arunachal Pradesh on August 2, 1999. He succeeds Lt-Gen. S.K. Sinha (Retd.), the Governor of Assam who was holding the additional charge of Arunachal Pradesh after the



Arvind Dave

retirement of Mr. Mata Prasad.

Sachin Tendulkar: India's batting genius, again took the reins of the country's cricket team when he was appointed its captain



Sachin Tendulkar

replacing Mohammed Azharuddin on July 28, 1999, by the Board of Control for Cricket in India (BCCI). Sachin Tendulkar's tirst stint as Captain (August 1996 to December 1997) was not so successful. The newlyappointed Captain has also been rated the top

lest batsman in the world on form and career achievement by the London-based respected Wisden Cricket Monthly.

Veer Bhadra Mishra: The 59-year-old revered priest at a Varanasi temple and a hydraulics engineer and an activist who has been battling to clean up the Ganga was named as one of the seven "Heroes of anet by the Time magazine that hit the stands on July 19, 1999. "He was moved to launch a vigorous campaign unable to bear the sight of corpses and filth floating on his beloved mother Ganga", said the magazine.

Om Parkash Chautala: The Indian National Lok Dal (INLD) leader was sworn

m as the Haryana Chief | Minister for the fourth time on July 24, 1999 following the tall of the Haryana Vikas Party (HVP) government led by Mr. Bansi Lal. Mr. Om Prakash Chautala won the confidence motion in the special session of the 89-member Assembly in



Om Prakash Chautala

andigarh with 54 votes in favour, and 32 against it.

Nirad C. Chaudhuri: The 101-year-old Indian celebrity author who became most famous for his work The Autobiography of an

Unknown Indian, a memour of his childhood in colonial India, died at his residence in Oxford, England on August 1, 1999. Among his better-known publications, besides the Autobiography, were A Passage to England, the Continent of Circe, Selection of Essays, Max Mueller: Scholar Fetraordinary, To Live or Not to Live, Hinduism, Thy Hand, Great Anarch and Clive of India. He also authored a book in Bengali on the status of women in Bengali

Dhirubhai Ambani: The Chairman of Rehance Industries Ltd. (RIL) who has

excelled meteorically in the corporate world has been rated as the most Admired Chief Executive Officer (CEO) in the survey conducted by Taylor Nelson Sofres-Mode (TNS-Mode) for Business Barons magazine on July 26, Dhirubhai Ambani 1999.



Colonel Eileen Collins: The 42-year-old astronaut became the first woman in the



Colonel Eileen Collins

space history command a space mission, when the American Space shuttle Columbia was launched from Kennedy space center, Cape Canaveral, Florida on July 23, 1999 carrying "Chandra" X-ray observatory. National Aeronautics Space Association (NASA)

took 38 years to appoint a woman commander for a space mission.

King Sidi Mohammed: The 30-year-old Crown Prince Sidi Mohammed, was formally enthroned as the King of Morocco on July 23, 1999 following the death of his father, King Hassan II who ruled the North African country for almost 40 years.

John F. Kennedy Jr.: The son of assassinated American President John F. Kennedy along with his wife Carolyn Bessette and his sister-in-law who was en route to Martha's Vineyard from New Jersey in a private self-piloted plane, Piper Saratoga died in a crash off the coast Gay Head Beach on July 16, 1999 night. He was going to attend wedding of his cousin, Rory Kennedy, daughter of his uncle Robert Kennedy, John. F. Kennedy Jr. also edited a widely-acclaimed political magazine, George since 1995.

Bilal Iqbal: A 14-year-old Pakistani school boy became the youngest person to secure the status of a Microsoft Certified System Engineer (MCSE). The boy, a student of grade nine at Model College for Boys Islamabad, is an expert Web Developer and Programmer. During his recent summer vacation, he started studying the MCSE course and completed six certification papers in just 25 days which is another record feat. His exact age at the time of acquiring certification was 14 years, one month and one week.

Ajay Devgun: The Bollywood actor and the son of fight director Viru Devgun.

who recently married actress Kajol, was named for the 1998 National Film Award as the Best Actor for his sterling performance in Mahesh Bhattdirected Zakhm. He shared this award with the Malayalam actor Mammootty who played a memorable



Ajay Devgun

role in English language film Dr Babasaheb Ambedkar.

Shabana Azmi: The Indian film actress and a social activist, bagged 1998 National



Shabana Azmi

Award for Best Actres tor her performance in Godmother. Her debut film Ankur, and her subsequent roles in films like *Nishunt* and Artii also won her acclaims. In Godmother, she plays the title role portraving a woman in man's world comes across the

contemporary power structure and confronts violence and corruption, depicting more or less, a true chronicle of Porbunder's underworld she-don, Santokben's life.



PLACES

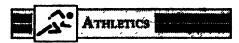
Cape Canaveral: The place in Florida, USA was the launch site of Columbia which carried Chandra X-ray observatory from the Kennedy Space Center on July 23, 1999 under the command of Col. Fileen Collins, the first woman in space history to be assigned the job.

Bucharest: It is the place in Romania where 81 countries participated at the 40th International Mathematical Olympiad (IMO) held in the third week of July, India secured three silver and three bronze medals and was ranked 18.

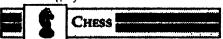
Gaisal: The railway station in West Bengal, 80 km from New Jalpaiguri where the Guwahati-bound Awadh-Assam Express collided head-on with the New Delhi-bound Brahamputra Mail on August 2, 1999 killing at least 300 passengers.

Singapore: The City-State was in the news where the ministerial meeting of the ASEAN Regional Forum (ARF) took place on July 26, 1999. u

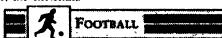
### SPORTS ROUND-UP



Record-breaking Federation Cup Athletic Championships: Asian Games bronze medallist Sunita Rani of Punjab created a national mark in the women's 1500 metres (4:08.1) on the opening day of the 5th Federation Cup Athletic Championships in Bangalore on August 7, 1999. She clipped four seconds off the previous record held by Molly Chacko (4:12.01) in 1994. In men's 1500in category, Gulab Chand of UP clocked 3:46.0, clipping 03.3 seconds of Satish Kumar's 1995 record. Anju-Markose of Tamil Nadu set a new meet record with a leap of 6.27m in the long jump breaking the 1995 record of 6.25 m by Lekha Thomas. While Ramachandran of Tamil Nadu grabbed the gold with a new meet record of 45.0 seconds, breaking the previous mark of Paramjit Singh (46.21), the last meet record of the day came in the hammer throw event when Ishtiaq Ahmad of PSEB hurled to a distance of 67.41m, bettering the 1997 record of Pramod Kumar Tiwarı (66.92m). Sanjay Kumar Rai of UP became the second Indian to touch the eight-metre barrier in long jump after T.C. Yohanna who had marked 8.07m. Sunita Rani set her second national set in 5000m. (15:14.4) to better her own mark of 15.54.43 set in the Asian Games in Bangkok in December 1998. Anju Markose set the new record in triple jump clearing 13.25m to eclipse the previous record of Lekha Thomas 13.26m in 1998 Sanjay Kumar Rai of Uttar Pradesh and Sunita Ram of Punjab were adjudged the Best Athletes in their respective category.

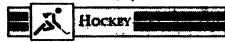


International Open Chess Tournament: Junior national champion, S. Kidambi achieved his maiden international master norm by logging 5.5 points at the end of nine rounds after agreeing for a quick draw against his compatriot Abhijit Kunte in the International Open Chess Tournament at Biel, Switzerland. Earlier, Grandmaster Sergei Volkov of Russia clinched the Rapid title scoring a convincing victory over his teaming e, IM Grischuk.

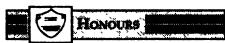


Confederation Cup: Mexico clinched the Confederation Cup, defeating Brazil 4-3 in Mexico City on August 4, 1999.

Copa America: Brazil beat Uruguay 3-0 to win the Copa America final at Asuncion on July 18, 1999.



Federation Cup Hockey Tournament: Haryana won the Women's Federation Cup Hockey Tournament title defeating Indian Railways in the tie-breaker (3-1) at Tirupati on July 26, 1999.



Arjuna Award: Cricketers Rahul Dravid and Nayan Mongia, boxer Dingko Singh, athlete Paramjit Singh, woman rifle shooter Roopa Unnikrishnan, former national hockey Captain Surjeet Singh (Posthumously) and soccer star Baichung Bhutia (Sikkim) are among 30 sports persons named for the 1998 Arjuna Awards announced on August 11, 1999. Baichung Bhutia also earned a distinction of becoming the first Indian to sign for a European football club—Bury Football Club of England—on August 11, 1999.

Rajiv Gandhi Khel Ratna Award: Asian Games gold-medallist middle distance queen Jyotirmoyee Sikdar was selected for the Rajiv Gandhi Khel Ratna Award for 1998-99 on August 11. The award instituted by the

government is given to a sports person for the most spectacular performance. It consists of a medal, a scroll of honour and a cash prize of Rs. 1 lakh. The earlier recipients of the award are Viswanathan Anand in Chess (1991-92), Geet Sethi in Billiards (1992-9.3), Cdr Homi D. Motiwala and Lt. Cdr. P.K.

Garg--Yachting (1993-94), Karnam Malleswari (1994-95) and, Kunjarani Devi--Weight Lifting (1995-96), Leander Paes--Tennis (1996-97), Sachin Tendulkar---Cricket (1997-98).

Top Test Batsman in the World: The star batsman and the newly-appointed Captain of Indian team, Sachin Tendulkar who has been rated as the Top Test Batsman in the World, on form and career achievement by the London-based Wisden Cricket Monthly, was described as the Prince of Batsmen by the magazine.

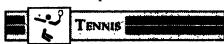
Crystal Bowl: Australian tennis legend Rod Laver was honoured and presented a crystal bowl by the ATP tour Chief Executive Officer Mark Miles on July 26, 1999 to mark



Jyotirmoyee Sikdar Recipient of Rajiv Gandhi Khel Ratnu Award 1998-99

the 30th anniversary of Laver's second career Grand Slam. He is the only player to win twice all four of tennis major championships in the same year, a feat he accomplished in 1962 and 1969.

World Rapid Chess Ranking: Grandmaster Viswanathan Anand became the first person in the game of 64-squares to cross the magical figure of 2800 points in rapid chess, topping the World Rapid Chess Ranking introduced by the Federation International de Echecs (FIDE) for the first time. Anand who tops the list with 2840 ELO rating is followed by Vladimir Krammik of Russia with 2760 points.



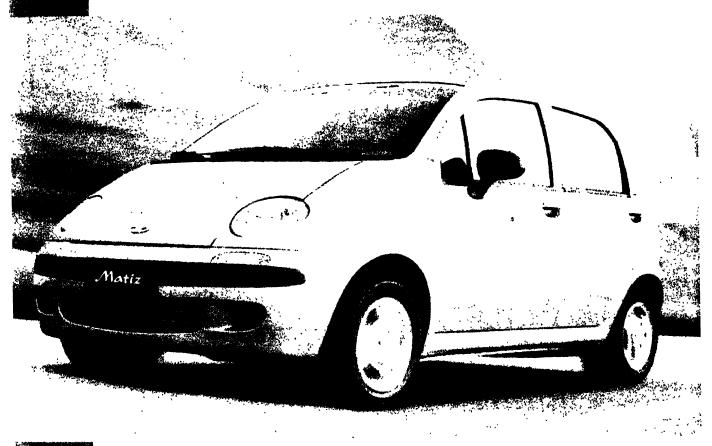
Canadian Open: Thomas Johansson of Sweden defeated Yevgeny Kafelnikov of Russia 1-6, 6-3, 6-3 to win the Canadian Open at Montreal on August 9, 1999.

TIG Classic Tennis Tournament: Martina Hingis of Switzerland clinched the TIG Classic Tennis Tournament beating Venus Williams of the US 6-4, 6-0 at Carlsbad, California on August 8, 1999.

Mercedes-Benz Cup: Pete Sampras of the US clinched the Mercedes-Benz Cup defeating his campatriot Andre Agassi 7-6 (7-3), 7-6 (7-1) in Los Angeles on August 2, 1999.

WTA Bank of the West: Lindsay Davenport of the US beat Venus Williams 7-6 (7-1), 6-2 to win the WTA Bank of the West final at Stanford on August 2, 1999.

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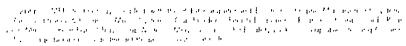
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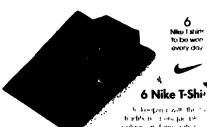
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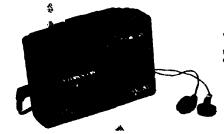
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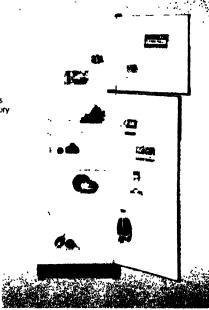
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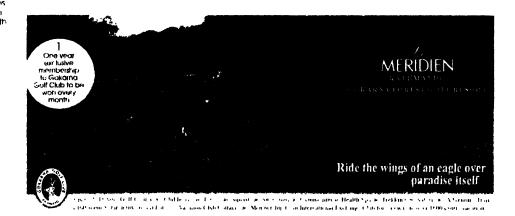
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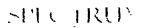
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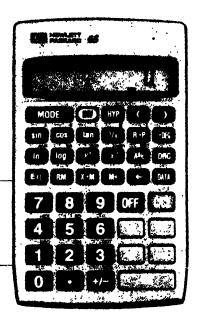
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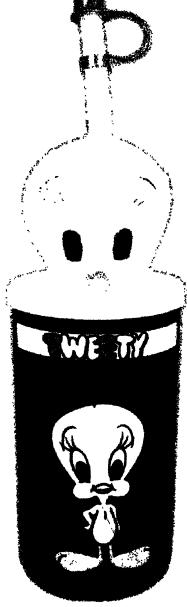
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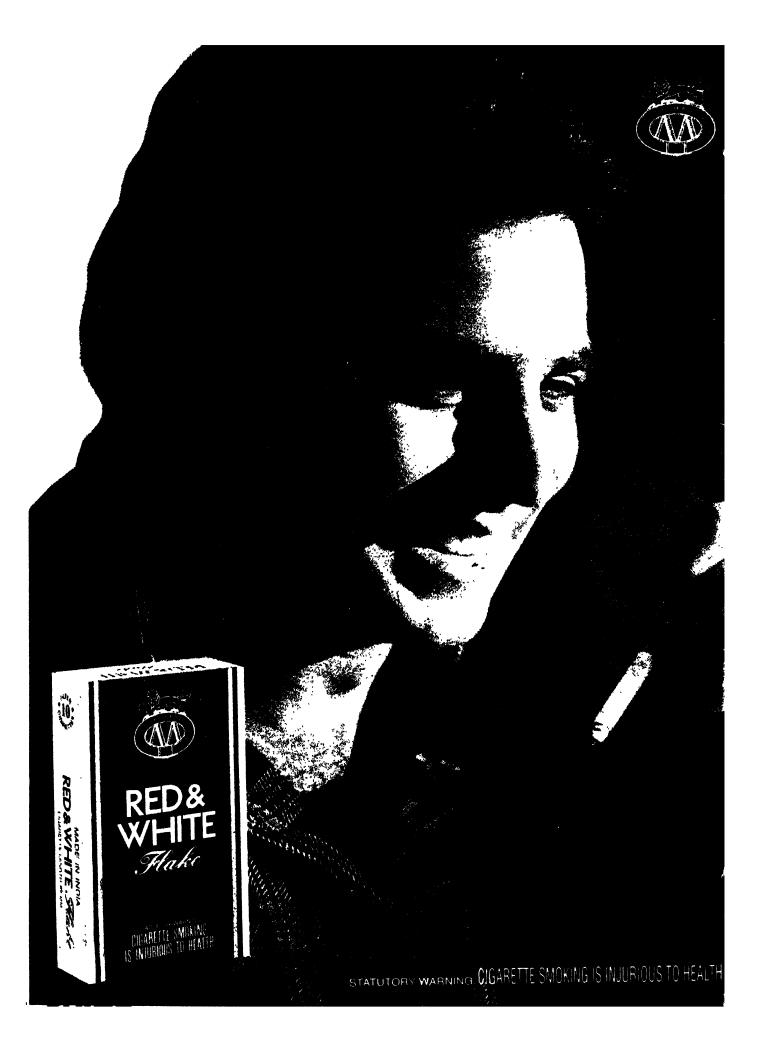
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VER CISIR

People Are Your Most Important Asset ...13

Merit Must For Higher Education ...15
A Billion Indians!...16
COLUMN STORE

Elections '99: What Are We Heading For?
—Prof. Rajinder S. Dhillon ...131
Griffix Street Try (2005) 14

Kashmir Problem . 39, Cricket Is Killing Other Sports ...42 Practice Makes A Man Perfect ...44 When Money Speaks, Truth Is Silent ...107

CSR Ms Super Personality 2000 : Entries Invited ...150  $P(R^*(ON)) \cap P(R^*(ON))$  (In Colour)

Barcode Creates Low Cost Fashion ...55, India's Most Beautiful Necklace ...95, Fitness Through Yoga And Naturopathy ...96, The Face Artist ...148

CNC SPECIAL
BPO Exam: Model Question Papers/Practice Tests ...31
Interviews: How To Succeed—Judy Skeats ...99
SPERS CREEK

Sports Round-Up ...145

SK 6.01 D 433 July 18 200

India ...19; The World ...25 Who...What...When...Where...Why ...54 Constitution Of India—I)r. M.V. Pylec ...113 Latest In General Knowledge ...123 Persons And Places In News ...143

Facing The Interview Board ...103, Group Discussion ...115
Keep Smiling—Improve Your Personality ...120

IAS Toppers Talk To You Planned And Single-minded Approach : Key To Success—Kunal Kumar (6th Rank) ...47

SMEP BEAUNIST POWER ASSETS TO YOUR SERVICE Announcement ...128

Current Essays: Topics Of The Year ... 59-92

October 1999 152 Pages



Cover Story: p. 131



CSR Gold Awards 2000: p. 150

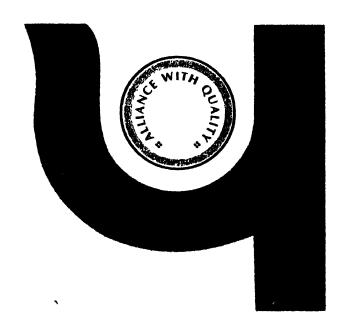


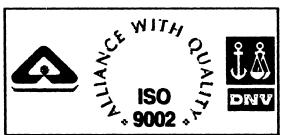
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3	KUNAL KUMAR	ROORKEE	6
4	SRIKAR M S	Bangalore	7
, 5	VANDANA R	rangalore	11
56	PUNEET YADAY	AGRA	15
٦,	SHESHADRI V	BANGALORE	16
8	PUSHPENDRA RAJPUT	BUNOR	19
9	RAHUL SHRIVASTAVA	ROURKELA	24
	SYED ALI MURTAZA RIZVI	FUCKNOW	25
	PAWAN KUMAR SHARMA LOPAMUDRA MOHANTY	DEUI	30
	BIDHÜ SHEKHAR	CUTTACK	41 40
	VEENA RAJ	KOLLAM	50
	TUUT	ALWAYE	59
	ASHIMA NEB	NOIDA	67
	MEERA SRIVASTAVA	LUCKNOW	71
•	SIBASH KABIRAJ	RANCHI	84
19	SUDHIR KUMAR	GHAZIARAD	89
20	SATYAPRIYA RAMAKRISHNA	HYDERABAD	98
21	SHOBHIT JAIN	INDORE	100
22	ROHIT GARG	LUCKNOW	114
27	KUMAR SUPRAVIN	CHENNAL	117
24	NAZLI JAFRI	ALIGARH	135
75	SYED MOHD ANDALEEB RAZI	RAEBARELI	150
26	ANURADHA SINGH	GURGAON	152
27	DHRUBAJYOTI SENGUPTA	HOWRAH	163
28	MONKA SINGH	PATNA	175
29	AMARPREET DUGGAL	AMBALA	179
	JUSTIN MOHAN J	TRICHY	183
31	FREDERICK ROY KHARKONGOR	SHILLONG	186
	NEELAKANTA REDDY C	SECUNDERABAD	
	SHEENA SANDHU	DELHI	211
	VIKRAM S KULKARNI	BELGAUM	219
	NITIN KUMAR YADAV	HYDERABAD	220
•	VENKATESH T N	CHENNAL	227
	VINAY HANDE	BANGALORE	233 237
•	YASHASVI YADAV	LUCKNOW	
	) Wabang Jamir ) Anurag Chatrath	DETH!	250 261
	VINOD BHATIA	LUDHIANA	262
•	RAJENDRA PRATAP SINGH	GHAZIABAD	271
•	ASHUTOSH AGNIHOTRI	KANPUR	277
	MADHUP VYAS	DELHI	280
	MOLLY BOSE	JABALPUR	282
	MANISHA BANSAL	BATHINDA	283
	KUSHAL VASHIST	PALAMPUR	284
	NICHI MANI TRIPATHI	GORAKHPUR	287
	PRACHI MISRA	DELHI	302
	SONALI RAMESH PANKSHE	PUNE	304
	PANKAJ K UKE	<b>AHMEDABAD</b>	359
5.	2 DEEPAK M DAMOR	VADODARA	361
5.	3 TANMAYA BEHERA	BHUBANESHWAI	1 363
5	4 VIJI M R	TRIVANDRUM	366
5	S NIPUNA A CHAUHAN	AHMEDABAD	376
5	5 JAYASHREE S BHOJ	DELHI	385
5	7 BASANT SWARUP	KANPUR	401
	B TEMJENWAPANG AQ	DELHI	452
<b>4</b> 5	a boran tohin	DEUIL	466
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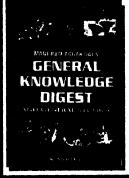
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Dear Friend,

From your very birth till your last brants, any los with and tenony people. One is always surremains by people unless he or she opts to take 'somyes' and choose to live all by eneself in high mountains or thick jungles. People with whom we act and internes may be young or old, relatives or friends, men or women, clients or customers, sensors or juniors or colleagues, countrypies or strangers. As our life revolves around people, our success and happiness are greatly dependent on them. Therefore, one who can gain the confidence and win the willing seoperation and appears of others, alone can lead and success.

Getting along with people is not all that difficult. If you are genitually interested in others, that it is not all that difficult. If you are genitually interested in others, that it was will take to you in a big way. People being our most important asset, we must invest in them and help them to help us. To get what you want, you must first give what the other person wants. To have a friend, you must be a friend first.

A winning personality has penaltic interest in, and sincere liking for, other people. Sincerity is the big secret in getting others to go along with us. It is the magic wind that makes our personality sizele rather than flexile. To win a man to our cause, we must first contained him by winds and deeds that we are not selfish mid self-centred but are equally concerned and conscious of his needs, hopes and aspirations. If there is one secret of success, it is the ability to get the other penalty a point of siew and see things from his angle as well as your own.

A charful, considerate and helpful person instantly attracts the attention of others and established ready repport with them. Action always speaks better than unoids and a pleasant smile proclaims. If it you, you make me happy and I am play to meet you. A genuine amile at once witracts a return smile. It is seenshing to the sad and daylight to the discountyed. With your pleasing smile and you friendly boundaring so the sad and daylight to the discountyed. With your pleasing smile and you friendly boundaries are can tell others that you very saveh intended to them.

friendly bundebody you can tell others shot you are very much interested to them.

The regulations to a men a feater is to talk to him about himself and the things he implicates more. He william sinus many interested in himself that in you are me. Envelopped on remark about himself, he accomplishments, his wants and his approximates. Ask publishes which is early enjoy areastering. Listed with excepts and continues. Myour interests are contraded. Myour criticise or discourage.

Continued to the proper approximation with people more engineering that anything also; we are provided that are proper approximation with people more engineering that anything also; we are give them that arises we reserve appropriate it forces as so think of the other person and compete a so secondary his regions. Let us not wait till nonebody does consisting his to show approximation for an interest, mass looking for things we can approximate to people we make about with and deal with the forces the fact of persons that others enjoy being around sold. Let us work with, put not against, people. Let us make others part of our team, and let the team win and crown tyself outs success.

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down-trodden. But in the last twenty years, a new breed of politicians has been making capital out of the caste system painting themselves as the messiah of the underdog while their real motive has been how to swell their votebanks. Instead of eradicating the caste system, these narrow-minded politicians have only tended to create sharp divisions pitting one section of the people against another.

In the maelstrom of declining values, state governments run by different political parties have been trying to outwit one another by populist policies to pander to different castes. The worst casualty of a caste based politics at different levels has been quality, which cannot be ensured by reservation. Were Gandhiji and Dr. Ambedkar alive today, they would not have subscribed to a kind of social justice that neutralises quality and meritocracy at the highest level. The economically poor in the general category who excel in examinations tend to be marginalised in admissions to higher courses and entry points to jobs and they are compelled to bear the cross. Even the so called poor castes too tend to lose ultimately if they are pampered to a nauseating degree by politicians and state governments who are even prepared to fix a minimum percentage of 20 marks or even less for admission to speciality courses. Such an approach is not social justice, but a mockery of education, quality of education, meritocracy and warped form of social justice.

Against this backdrop, the historic judgement made by the Supreme Court of India on August 11, 1999 that for admission at the super speciality levels in medicine and engineering faculties, no special provisions like reservations for Scheduled Castes, Scheduled Tribes and Backward Classes are permissible would be welcomed by all those who emphasise quality, merit, hard work and perseverance of millions of students to come up in life the hard way and the parents who sacrifice their all to help the wards—their only assets—to make a mark.

The Apex Court felt that reservations of any kind for higher education rans counter to predominant national interests. The Supreme Court bench comprising Chief Justice Dr. A.S. Anand, Mr. Justice S. B. Majumdar, Mrs. Justice Sujata V. Manohar, Mr Justice K. Venkataswani and Mr. Justice V. N. Khatre who disposed of a batch of appeals, writ petitions and review petitions concerning

admissions to the and engineering courtin various states felt that merit alone can be the basis of selection. "Admission to the highest available medical courses in the country at the super speciality levels—where even the facilities for training are limited—must be given only on the basis of competitive merit. There can be no relaxation at this level."

The Constitution Bench of the Apex Court in the "Post-Graduate Medical Entrance Examination (PGMEE)—Reserved Categories—lower

minimum qualifying marks case" struck down as unconstitutional the Uttar Pradesh PG Medical Education (Reservation for SC; ST and OBC) Act 1997 which fixed 20 per cent as minimum qualifying marks for reserved category candidates belonging to SC and ST at the PGMEE. The judgement also set aside a Madhya Pradesh government order dated June 7, 1997 which fixed the minimum qualifying marks of 20 per cent, 15 per cent and 40 per cent for the reserved candidates of SCs, STs and OBCs, respectively, at the PGMEE, to make them eligible for counselling and admission.

The Supreme Court held that there could not be a wide disparity between the minimum qualifying marks prescribed for general and reserved category students even for admission at the post-graduate level of medical education. The Court directed the Medical Council of India (MCI) to examine whether the minimum qualifying marks for reserved category candidates could be prescribed at the post-graduate level of medical education. The Judges felt that the purpose of reservation, if permissible at the post-graduate level, is to ensure that the reserved category candidates with the requisite training and calibre may benefit from the post-graduate medical courses and rise to the standards which are expected of persons possessing post graduate medical qualification should not be denied this opportunity by competing with general category candidates.

The 70-page majority judgement said that it is necessary in the public interest to ensure that the candidates, at the post-graduate level have not just passed the examination but have profited from their studies in a manner which makes them capable of making their contribution and diagnosing difficult inedical conditions with a certain degree of expertise.

It may be recalled that in the Sadhana Devi case, the Apex Court in 1997 had held that while laying down minimum qualifying marks for admission to post-graduate courses, it was not open to the government to say that there will be no minimum qualifying marks for the reserved category candidates. "If this is done, merit will be sacrificed altogether," the Court had said then.

It is high time that true to ground realities and for the inevitable need to prove to all that the State does not discriminate against any citizen, political parties should

to cash in on the concept of reservation for gaining imileage. Populistic measures to secure short-term would be counter-productive and a wrong step taken nyopic political parties will sunder the system and not after it. The facade of social justice that such populistic

measures seek to justify will not only bring down standards to abysmally low levels, but perpetuate the caste stratification and the evils innate in it. The ruling of the Apex Court is a writing on the wall and one can ignore it at one's own peril.

### A Billion Indians!

The crowding syndrome stalks us everywhere: crowded streets, jam-packed buses, the long queues at the railway reservation counters, the winding beeline of anxious parents at nursery schools to get just an admission form for their children, the perpetual struggie to secure admission in professional colleges. the long wait for LPG connection—the litany of woes is the symptom of a malaise from which our country seems to be never free. The swelling tide of human numbers seems to submerge all our gains and keep India shackled in chains socially and economically.

We seem to be getting nowhere in slowing down our population juggernaut with successive governments at the Centre and in most of the States giving scant regard to a problem that merits top attention. The draconian measures like compulsory

sterilisation that stigmatised the family planning programme during the dark days of Internal Emergency, with a high-profile son of Indira Gandhi, ramming down the throats of people concepts even before they were ready, left what could have been a people's programme into the lurch. And there it is, like some railway wagons gathering rust in the marshalling yard. None talks about population control the way they did before 1975, though the threat of the ticking bomb is ominous as ever before. Like some wild weed, the problem is growing fast endangering the survival of other plants, but people and the government seem apathetic to the looning spectre.

We are preparing for the decennial census, the first in the new millennium in 2001 and we are already grimly aware that we will soon eclipse China to gain the dubious distinction as the most populous country in the world. Before the population juggernaut runs over us, we have to see to it that we do everything possible to slow it down. And this could be done only by the combined efforts of the government, the people, the NGOs and the corporate world. Educational institutions across the country could contribute their incremental effort to reake the crusade reach the last post of victory.

That India lives in different ages like the bullock cart age and the age of information, superhighway and communication satellites cannot be denied by anyone. This high contradiction could be at once a bane and a blessing. We have the largest army of child labour in the world and we have the best software professionals that could win the plaudits of the CEO of the Microsoft giant, Mr. Bill Gates. India presents the best and worst features of a system in a flux: regions that reek of high child morbidity, child mortality, high maternal mortality, lower literacy, child

india is still adding 17 mills
The current trend will apopulous country be population of 162

Pagulation in crore

Restrict in Control in

malnutrition. And there are pockets where literacy, health standards, industrial and agricultural developments are far above the national average. How we strike a balance between these imbalances will help us a long way in defusing the population bomb. For instance, States like Punjab, Haryana and Gujarat that have earned a name for themselves in industrial development could be models for the rest of India. Kerala that basks in the glory of social development including zero population growth, but has miserably failed to sustain agricultural and industrial growth has to learn a lot from their brothers and sisters in Punjab, Haryana and Gujarat. And BIMARU States like UP, MP, Bihar, Rajasthan have to dovetail the best from the models from both the

marriages, discrimination

against the girl child, female

infanticide, rampant evils like

dowry, child and maternal

north and south India.

It is worth trying a zone-wise approach to the population problem: we did it with resounding success in the case of our drive for total literacy. Many governments, with the backing of NGOs and community took up districtwise plans, and executed total literacy plans with spectacular success. Can't we take up similar plans in the case of population control? We can, if we are fired with the political will to transform our future that could go haywire if we let things go the way they choose to go.

It is high time that the government, the media and a section of the NGOs galvanise into action to choose that model that suits the socio-economic conditions and cultural matrix of a particular state to make the small family norm leapfrog in order that our gains on other fronts are not frittered away. Any smugness on the part of all those concerned would spell disaster.

Uttar Pradesh continues to be the largest State, population wise with 16.44 per cent people of the country living there followed by Bihar with 10.21 per cent and Maharashtra with 9.33 per cent. West Bengal occupies the fourth place accommodating 8.04 per cent of the country's population, followed by Andhra Pradesh with 7.80 per cent.

Measures to control population cannot be taken in isolation; they have to take into account the plus and minus points of each region and the State and the distinctive socio-economic and cultural conditions of each State. In other words, India need to take up a holistic approach while coming to grips with a sensitive issue like population control. But we must act sooner and fast when we can manage population explosion rather than later when it becomes unmanageable.

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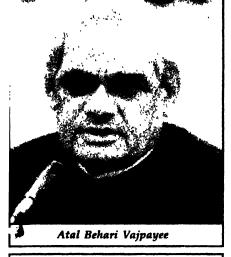
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### **INDIA**



Dr. Karan Singh



### **Another Battle Royal**

In a calculated yet crude attempt to replicate the BJP's Bellary, the "secular" Congress, after days of uncertainty and intense discussion, has at long last, decided to play the "Hindu card" by fielding Dr. Karan Singh, a former founder-President ot "Virat Hindu Samaj" (created by him to unite Hindus of all hues on one platform to fight for their legitimate rights) against Prime Minister, Mr. Atal Behari Vajpayee after considering many names including filmstars Dilip Kumar and Sunil Dutt (probably inspired by the 1980 experiment when Cine-star Amitabh Bachchan trounced me veteran Hemvati Nandan Bahuguna at Allahabad in 1980s) and Niloufer Bhagwat (wife of sacked Admiral Vishnu Bhagwat with an eye on sympathy vote and attracting minority vote bank). Thus, Lucknow is all set to witness another high-profile contest after Bellary (Sonia vs Sushma Swaraj).

The Congress was in no mood to permit Mr. Vajpayee go unchallenged and was keen on putting up a formidable candidate and ultimately decided in favour of Dr. Karan Singh in view of his stature as a man of letters and deep knowledge of Hindu philosophy. Dr. Karan Singh who left Congress nearly two decades ago but rejoined it on August 7, 1999 resigning his Rajya Sabha seat (1996) as a National Conference nominee is reputed for his deep insight into the Indian cultural traditions as as for his wide exposure to Western ature and is expected to exploit Hindu sentiments in view of his versatile knowledge of Hindu religion and philosophy. A former ambassador to the United States, Dr. Karan Singh claims that he is confident of defeating Mr. Vajpayee

on the basis of his long-standing political and administrative experience. In an apparent rebuff to the BIP campaign theme of Mr. Vajpayee's long years in public life in contrast to "greenhorn" Mrs. Sonia Gandhi, Dr. Singh asserts that Mr. Vajpayee has only a two and a half years experience as Foreign Minister under Janata Party dispensation and thirteen months as Prime Minister. On the other hand, he claims a whole lifetime of varied administrative experience as Governor, MP, Union Minister and Ambassador. Thus Dr. Karan Singh may not allow 3-time-winner Mr. Vajpayee a cake-walk; instead, he may pin down BJP's star campaigner; affecting the party's poll prospects in Uttar Pradesh and elsewhere.

Meanwhile, BJP has described Dr. Singh's decision to oppose Mr. Vajpayee as "the most unexpected act of courage" in his political career. A staunch-Hindu-turnedsecularist has been pitted against a leader representing the moderate face of BJP. Indeed, it would be an uphill task for Dr. Singh to unseat Mr. Vajpayee, an excellent orator, a seasoned campaigner with a sober, mature and amiable disposition on his own wicket, and riding a popularity wave after Kargil victory, a buoyant economy, a comfortable food grains and foreign exchange reserves position and a steep fall in inflation rate down to 1.8%—the first after 2 decades and a rising Sensex.

### A Nuclear Doctrine For India

India will not be the first to use a nuclear weapon against any country, but it will retaliate with nuclear weapons, if attacked. India will also not threaten the use of nuclear weapons against states which do

not possess nuclear weapons or are not aligned with nuclear weapon powers.

These are some of the highlights of the draft Nuclear Doctrine released by the National Security Advisory Board (NSAB) in New Delhi on August 17, 1999. Mr. Brajesh Mishra, National Security Adviser and Principal Secretary to the Prime Minister declared that the objective of publicising the draft nuclear doctrine was to have a widespread public debate to enable the government to take a final decision. The document envisages assured capability to shift from peacetime deployment to fully employable forces in the shortest possible time and the ability to retaliate effectively.

According to the document, India will pursue a doctrine of credible nuclear deterrence. India's nuclear forces will be based on triad of aircraft, mobile based missiles and sea-based assets. Nuclear weapons shall be controlled and released for use at the highest political level; the Prime Minister or the designated successor will alone have the authority to release nuclear weapons for use.

According to the doctrine, India shall continue its efforts to achieve the goal of a nuclear weapons-free world at an early date. Since no-first-use of nuclear weapons is India's basic commitment, India would strive its best to persuade other states possessing nuclear weapons to join in an international treaty banning first use of these weapons.

The document says that in view of the very high destructive potential of nuclear weapons, appropriate nuclear risk reduction and confidence-building measures shall be sought, negotiated and instituted. India's nuclear forces and their command and control shall be organised for very high survivability against surprise attacks and for rapid punitive response. They shall be designed and deployed to ensure survival against a first strike. Deterrence requires that India maintains sufficient survivable and operationally prepared nuclear devices, a robust command and control system. Though described as a consensus document, weaving together the views of 27 members on the Advisory Board, under the chairmanship of Mr. K. Subramanyam, it is likely to be greeted with mixed

Commenting on the Nuclear Doctrine at a meeting in Chandigarh on August 30, 1999, the Prime Minister, Mr. Atal Behari Vajpayee said that India would follow any move by the nuclear weapon states to destroy nuclear weapons and make the world free from the destructive weapons in a time-bound manner.

Pakistan and USA have reacted to India's Nuclear Doctrine the negative way and argue that it could lead to an arms race in the subcontinent.

### **Population Explosion**

On its 52nd Independence Day on August 15, 1999, India achieved the dubious distinction of joining the "Demographic Billionaire Club" along with China with its population crossing the one-billion milestone. Thus, if not on economic front, on demographic front atleast, we have raced to deprive China of monopolising the Billionaire status. At the present rate of "demographic progress", we are poised to overtake even China as the most populous nation in the world in the next four decades, as per projections of United Nations Fund for Population Activities (UNFPA). Despite allocation of huge funds (Rs. 3000 crore during 1998-99) for family planning, there is no significant fall in population growth. It is presently 1.6% in contrast to 0.9% for China. With a geographical area of just 2.4% of the world, we bear the burden of 16% of global population. The comparative figures for China are 7% of global area and 20% population; USA 7%/6% and Russia 12%/5%. Naturally with such a big burden on land, a "democratic" India (unlike a dictatorial China) cannot afford to take drastic coercive measures and consequently finds itself in a quagmire of poverty, dearth, disease, illiteracy and squalor with its national income constituting barely 2% of the total world income. Even among the SAARC countries, our per capita income (\$ 380) is much lower than even Maldives (\$ 1,032), Sri Lanka (\$ 740) and Pakistan (\$ 480). Of course, we can have the consolation of being ahead of such Least Developing Countries like Bangladesh (\$ 280), Nepal (\$ 210) and Bhutan (\$ 163). In the comity of nations, we are ranked at a woefully low rank-132nd as per World Bank's Human Development Index. All our advancement in nuclear field (Pokhran II), space exploration through satellites and the economic strides made through nine Five-Year Plans appear only cosmic in the context of backwardness scenario we are pushed to through population explosion which is nullifying all progress. In fact, the starvation deaths in Orissa and elsewhere, the growing numbers of ill-clad, shelterless under and mal nourished populace—all indicate to the pointer that the long-discarded Malthusian forecast is going to prove true at least in our case; unless we take timely steps to control the burgeoning population. Short of draconian measures of forcible sterilisation, we should earmark more funds for education (especially female), health care and other social services. Public participation through NGOs and social organisations be sought to make the family planning programme people-oriented rather than Government-oriented. The population clock should be shown ticking fast after every half an hour on Doordarshan to hammer home the dangers of galloping population. People violating two-child norm should be denied free medical care and even rations at public distribution outlets. On the

Population Trends				
Year	Population (Million)	Annual Growth Rate		
1901	238	0.14		
1911	252	0.59		
1921	251	-0.04		
1931	279	1.12		
1941	319	1.43		
1951	361	1.32		
1961	439	2.16		
1971	548	2.48		
1981	683	2.46		
1991	846	2.39		
1999	1000	1.82		
(August 15)				

other hand, there should be conspicuous incentives (social and economic) for those who remain celibate throughout life, or stick to one-child norm or marry late-say after 45 years; thereby helping in checking population growth. Special Identity Cards should be issued to such persons entitling them to priority medical care, subsidised air and rail journey, subsidised interest rate for loans, priority in allotment of Government accommodation and flats built by various Urban Development Authorities, LPG, car, accelerated promotions, cash awards etc. At the same time, we must restrict the facility of subsidised (50%) ration and cheaper kerosene only to such couples below poverty line who conform to the two-child norm, abstain from drinking and undertake to send their children to Government schools providing free tuition, books, mid-day meals. Those already having more than two children must go in for sterilisation to be eligible for the facility. Otherwise, the Subsidised Ration Facility introduced recently for those below poverty line, (approximating now 400 million), would only lead to multiplying numbers pulling the country to the nadir. In order to prevent democracy slipping into "mobocracy", as it is now, let future voters, say after 15th August, 2000 having two children be only allowed to exercise their franchise and let people having more than one living wife (present and past) as also their offsprings be debarred from voting. But which party will bell the cat? All are after vote bank politics with vested interest in country's backwardness, poverty and population growth. In the run-up to elections 1999, while the Congress manifesto speaks of population planning with special focus on Northern States where fertility decline has been tardy; without, of course, specifying the modus operandi to achieve results; the NDA document lays emphasis on positive aspects of population control such as : no child to remain illiterate, hungry or without medical care, compulsory schooling up to 15th year and removal of poverty by 2010.

### India Designs Its First Star Wars Weapon

Bursts of microwaves, packed with gigawatts of power (one gigawatt is 1000 million watts), when aimed at enemy missiles and aircraft, will cripple their electronics systems and computer chips and bring them down. Facts look stranger than

fiction. But this is the real fact about "Ka 5000", the powerful electron acceleration machine now being assembled by the Bhabha Atomic Research Centre (BARC Mumbai. According to scientists, "so killing" by high power microwaves hadvantages over the so-called laser which destroys by drilling holes through metal.

Kali-5000 will be ready for testing by it end of 1999, according to Mr. P.H. Ro Head of the Accelerator and Pulse Pow Division at BARC and chief designer India's first Star Wars Weapon. Kali-50% which can potentially be used as a bea weapon is too bulky, weighing 26 tonne will undergo more phases of R & In fact, Kali which is the acronym fe "Kilo-ampere linear injector" was develope for industrial applications and the defenuse was a recent spin-off. Development the Kali machine was mooted in 1985, I Mr. R. Chidambaram, the present Chief the Atomic Energy Commission and the Director of BARC. But the work on Ke earnestly began only in 1989.

The Defence Ballistics Research Institu in Chandigarh is already using an X-ra version of Kali to study the speed projectiles A defence institute in Bangalo is using a microwave producing version Kali which the scientists use for testing the vulnerability of the electronics systems goir into the light combat aircraft unde development and designing electrostat shield to protect them from microway attack by the enemy. The Kali machine h for the first time provided India a way 'harden' the electronic systems used satellites and missiles against the dead electromagnetic impulses (Emi) generated t nuclear weapons. The Emi wreaks havoct creating intense electric field of severthousand volts per centimetre. The electron components currently used in missiles a withstand fields of just 300 volts pe centimetre. While the Kali systems built ! far are single shot pulse power systems (the produce one burst of microwaves and u next burst comes much later), Kali-5000 A rapid fire device, and hence its potential u as a beam weapon.

Kali-5000 will shoot several thousan bursts of microwaves, each burst lasting figust 60 billionths of a second and packe with a power of about four gigawatts. Thigh power microwave pulses travel in straight line and conserve their energy the frequency falls between three and the gigahertz. According to BARC scientists, microwave power of 150 megawatts halready been demonstrated in earlier versio of Kali.

### G-15 Ministerial Meet in Bangalore

At the two-day G-15 ministerial meeting on the World Trade Organisation hoster by India in Bangalore during the third we of August 1999, the Commerce Mia Mr. Ramakrishna Hegde, in his keynoladdress, appealed to developing countries to reject outright any bid to include not issues such as social clause and governance in the WTO, on the agenda of the Thir

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Ministerial Conference (TMC) of the WTO to be held in Seattle later this year, describing them as thinly disguised efforts to impede the free flow of trade in items of export interest to developing countries.

The Bangalore meeting is a follow-up to the decisions taken at the G-15 Summit in Montego Bay (Jamaica) in February 1999 where it was decided that a high level meeting would be organised by India to discuss the WTO issues in preparation for the Third Ministerial Conference of the WTO in Seattle. The Bangalore meeting was attended by the trade and commerce ministers of only eight countries of G-15—Algeria, Egypt, Jamaica, Kenya, Nigeria, Senegal, Venezuela and Zimbabwe.

It is, however, well known that there is not much unanimity among G-15 countries on the issue of inclusion of new issues into the WTO agenda. While some of the Asian countries like India, Malaysia and Indonesia are vehemently opposed to the inclusion of new issues into the WTO agenda, the Latin American countries like Argentina, Brazil and Venezuela are not averse to this idea, toeing the line of their regional trade bloc spearheaded by the United States. Meanwhile, following an inter-Ministerial Meeting held on September 11, 1999 at the initiative of Prime Minister's Principal Private Secretary, Mr. Brajesh Mishra, industry associations have been asked to provide specific demands that would help the country in boosting exports and "nurturing" domestic production. It was also decided to have the following as country's agenda at the WTO Conference scheduled to be held at Scattle from November 30 - December 3, 1999 (i) Eliminate curbs on temporary movements of professionals for rendering service abroad; (ii) Win commitments on better implementation of existing agreements to gain tangible market access; (iii) Strike a balanced stand on liberalisation of industrial tariffs to nurture domestic industry; (iv) Ensure a special and differential treatment for developing countries and (v) Get non-tariff barriers scrapped to improve market access.

### No Reservations In Super Speciality Courses

It was once again the Judiciary which intervened, though to a limited extent, to stop the spate of indiscriminate reservations for weaker sections, launched after Mandalisation of Indian politics and patronised by various casteist parties like Samajwadi Party and the RJD of Mr. Laloo Prasad Yadav as also under compulsive electoral politics by national parties like BJP and Congress; the latter even committing to 10% reservation of jobs for minorities as also for the affluent Jat community purely with the aim of capturing power.

In a landmark majority (4-1) judgement,

In a landmark majority (4-1) judgement, a 5-member Bench of Supreme Court including Chief Justice Dr. A.S. Anand and others, ruled (August 12, 1999) that competitive merit alone should be the criterion for admission to super speciality

medical courses as caste-based reservation at these levels would be against national interest. Delivering the judgement, Mrs. Justice Sujata V. Manohar said, "Admission to the highest available medical courses in the country at the super speciality levels, where even the facilities for training are limited, must be given on the basis of competitive merit." She further added, "While the object of Article 15(4) of the Constitution is to advance the equality principle by providing protective discrimination in favour of weaker sections so that they may become stronger and be able to compete equally with others more fortunate etc., one cannot ignore the wider interests of society while devising such special provision."

Setting aside the UP Post Graduate Medical Education (Reservation for SC/ST and OBCs) Act and MP Government Order that had lowered the cut-off percentage for these categories of candidates to PG Medical entrance exams, the Bench noted: "It will not be possible for such candidates to fully benefit from the very limited and specialised PG training opportunities which are designed to produce high calibre welltrained professionals for the public". However, the students already admitted to such courses under reserved quotas will not be affected by the judgement nor the existing norms prepared by the Medical Council of India for lowering marks for reserved category for admission to undergraduate courses be disturbed. The Court has directed the Medical Council of India to examine whether minimum qualifying marks for quota candidates can be prescribed at P.G. level.

Barring Mr. Justice S.B. Majumdar, the Bench was of the view that States can not exercise exclusive power to frame rules and regulations concerning education. However, Mr. Justice Majumdar, in his dissent note has said, "The common entrance examination envisaged under the regulations framed by Medical Council of India for PG medical education does not curtail the power of the State authorities, legislative or executive, from fixing suitable minimum qualifying marks differently for general category candidates and for SCs/STs and OBC candidates".

Thus, while the Supreme Court judgement has put a temporary stop on reservation for such super speciality courses, everything depends on the view the Medical Council of India takes finally on this issue. The judgement has however made it clear that there cannot be a "wide disparity" between minimum qualifying marks for the reserved category and general category.

The judgement, though laudable for its emphasis on merit as a sole criterion, may however reopen the contentious issue of reservations on which there has not been a really genuine consensus all these years.

Not surprisingly, a Samajwadi Party leader has described the verdict as "reactionary" while a former Chairman of SC/ST Commission has said that "merit alone cannot be the criterion for competition between unequals". On the other hand, BJP's Mr. M.R. Malkani states that "Social justice

is important but you need to balance it with competition in today's globalised world." Thus, after the dust and din of elections is over, there may be once again heated arguments on the issue and no wonder, under compulsive situations, "Shah Bano" may be repeated by Parliament to appease this major chunk of vote bank.

### Triangular Bonds Among India, China And Russia

It may be a dream in the making that could change the present equation in world politics where in a unipolar world the USA and its few hangers-on call the shots Supposing China, Russia and India come together politically and economically, it may completely change the face of world politics.

The Vice-President of the Chinese news agency, Xinhua, disclosed on August 11, 1999 that China was keen to strengthen its ties with India to facilitate the establishment of a triangular relationship among the three Asian giants-China, Russia and India. China explored this idea during its discussions with the Indian Foreign Secretary, Mr. K. Raghunath and the former Indian Prime Minister, Mr. I.K. Gujral, Before any consolidation of this proposestriangular ties, China wants the reinforcement of bilateral relations as between China and India, Russia and China and Russia and India. The initiative for this triangular relations was taken by India's Ministry of External Affairs, though the idea of a strategic triangle between Russia, China and India was first mooted by the former Russian Prime Minister. Mr. Yevgeny Primakov during a visit to New Delhi in 1998.

China feels there is great logic in the Russian and Indian interest in such a triangle after the NATO bombing the Chinese embassy in Belgrade. It says that better triangular ties could guarantee better regional security.

Sino-Indian relations, which remained nearly frozen in the aftermath of Pokhran II has thawed with the visit of India's External Affairs Minister, Mr. Jaswant Singh, to Beijing in June 1999 during which India and China reiterated their desire to forge forward-looking and good neighbourly ties based on Panchsheel. Both the countries had stressed the need for increased political, economic and cultural exchanges between the two nations.

Mr. Sha Zhukanf, Director-General of the Chinese Foreign Ministry, has recently said. "China and India are two major countries of Asia, both geographically and politically. I think it is important for both to exchange views on the perception of security, how to improve our security through bilateral exchanges and find ways and means to have some kind of cooperative security". China is also keen to develop closer ties with Russia after the Kosov crisis. However, the immediate consensus point between the three powers could be fighting Islamic cross-border terrorism jointly which is creating problems for them alike.











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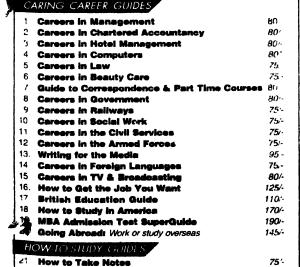
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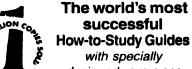
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### East Timor Votes for Independence

It was a resounding victory for sanity when an estimated ninety per cent of the resident registered voters of East Timor—4.2 lakh registered voters—exercised their franchise on August 30, 1999 The UN, generally reduced to the status of a cat's paw in the major manipulations of USA and its allies, came as a Good Samaritan to the cause of the people of East Timor who were given a chance to register their option to stay with Indonesia or break away in the UN-sponsored "popular consultation".

It should have been an occasion for unalloyed rejoicing when the United Nations declared on September 4, 1999 that the Timor has voted overwhelmingly for Independence, but violent pro Jakarta gangs gave the majority of Timorese little chance to celebrate. The militias were back on the streets whipping up an atmosphere of terror,

three years which would mean that the UN would effectively rule the territory till then. Jailed rebel leader Xanana Gusmao has called for an international peacekeeping force to maintain law and order in areas virtually taken over by rampaging mobs.

East Timor, presently ruled by Indonesia, is a former Portuguese colony that was abandoned by Portugal in the 1970s. Soon after, Indonesia annexed East Timor in 1975 reducing the natives to the status of second class citizens. In fact, the history of East Timor has been a litany of woes with a people denied a voice to choose their own way of life or future. It all began in 1500s when the Portuguese established the first settlements on the island. In 1859 the Dutch-Portuguese agreements split the island into East (Portuguese) and West (Dutch) In 1950s Sukarno became the President of Indonesia and West Timor became part of Indonesia In 1967, Suharto succeeded Sukarno and in 1974, Fretlin, the Revolution Front of Independent East Timor was founded and

the following year East Timor invaded by Indonesia Bloodshed followed Indonesia's invasion and guerilla wartare began, involving Falantil, the armed wing of Fretlin. In 1991, the Indonesian Army shot mourners at the funeral of pro-independence activist killed by security forces and the following year the Resistance Leader Jose Xanana Gusmao was captured and jailed. In 1994, it was reported that 200,000 people, one-third of Fast Timor's

population had died since annexation by Indonesia. The sustained reign of terror by the security forces and the violation of human rights for about 25 years have totally estranged the East Timorese from Indonesia and its political leadership. To a large extent, the shortsighted policies of the ousted Indonesian President Suharto have been responsible for the miseries of the East Timorese.

The voting on August 30, 1999 was remarkable for its complete absence of violence which has plagued East Timor for months as pre-Jakarta militias embarked on a wave of terror to cow down those who wanted independence. Credit must go to the Indonesian President, Mr. B. J. Habibie, for ensuring a fairly free election. By all accounts

it was a historic day for the people of Fast Timor Besides the resident East Timorese, as many as 30,000 people outside East Timor and across the world in Indonesian embassies were allowed to vote.

Meanwhile, the violence, loot and arson let loose by pro-Jakarta militia left hundreds of pro-independence populace slaughtered, right under the nose of Indonesian troops stationed there to maintain law and order, while tens of thousands fled their homes to West Timor where they face food and water shortages as also pro-lakarta militiamen. Even the United Nations staff and foreign journalists were not spared by rampaging militia who opened fire with automatic weapons on a UN compound in the troubled territory's second city, Baucau setting ablaze a garage and at least 50 vehicles. Following this, UN staff is being relocated from Baucau to Darwin in Australia for their safety. Alarmed at the brutal massacre of hundreds of innocent people for exercising their right to vote at a UN mandated referendum, the United Nations gave Indonesia 48 hours to restore normalcy in Fast Timor otherwise the world community would act. In response to this UN ultimatum, Indonesian President has clamped martial law in the troubled island to bring back order. Indonesia has also treed East Timorese rebel leader, Jose Alexander 'Xanana' Gusmao in the hope that he may help calm the desperate situation (Gusmao, widely expected to become President of independant East Timor was captured in November, 92 and has served nearly seven years of a 20-year of prison sentence) Meanwhile East Timor's spiritual leader, and Nobel laureate Bishop Carlos Belo was flown to Baucau for safety after he was wounded and his house in the capital Dili was attacked by antiindependence militia

The UN Secretary General, Mr. Kofi Annan has stated that in case the martial law tailed to wor!, the world community would consider measures to assist Indonesia in meeting its obligations. In this regard, efforts are atoot to put in place a UN-mandated peace-keeping force in violence-iorn island, should Indonesian security forces fail to enforce martial law.

In the meantime, international pressure is mounting on Indonesia to restore normalcy in the violence-hit island. In a toughening of stance, President, Mr. Bill Clinton has suspended a half a million Jollar assistance under International Military Education and Training (IMET) Programme for Indonesia and warned Jakarta of suspending economic assistance as well if it "continues to resist" Fast Timor's independence, IMF for has effectively halted its lending programme for Indonesia



East Timorese waiting in a line outside a polling station to cast their vote in the territory's historic UN-held referendum on August 30, 1999.

with the Indonesian Army just looking on.

The referendum conducted under the auspices of the UN showed that the people rejected the autonomy plan within Indonesia. The results showed that 78.5 per cent opted for independence against 21.5 per cent who favoured wide-ranging autonomy under Indonesia. At a specially convened meeting of the UN Security Council, the UN Secretary-General announced that "there are no winners or indere"

logrs,"
While the Indonesian President Mr. B. J.
Habibie expressed his government's acceptance of East Timor's overwhelming vote for independence, the independence leader Mr. Jose Ramos Horta wanted the transition period to Independence to last for

because of international anger over Jakarta's repression in the tiny island.

Meanwhile, USA has rejected a Pakinspired attempt to equate East Timor with Kashmir

### Revolt in Dagestan

It would appear that a weak government at the Centre is a sure incentive for border States to make an attempt at secession. That has been the ordeal of the Russian Federation right from the days the Federation replaced the much-vaunted USSR. The political and economic conditions in the Federation have staggered from bad to worse matching the ups and downs of an ailing Russian President and the merrygo-round that the office of Prime Minister has been going through during the tenure of a mercurial Presidency. Recalling the days of 1994-96 when Chechnya was on the collision course with Mr. Boris Yeltsin, it was the bizarre turn of Dagestan to hog the limelight during the second week of August and declare that it would be better off as an independent identity.

The spark was ignited by the Islamic Shura or Council of Dagestan, declaring their province independent and distributing notices of their secession in the Chechen regional capital of Grozny. Those who have been watching developments in Russia say that the rebellion in Dagestan is the most serious outbreak of violence in Northern Caucasus since the end of the two-year long war in Chechnya.

The declaration of independence issued by Chechen Islamic organisations called for support to the Muslims of Dagestan in their struggle against unbelievers and for the liberation of the Islamic State of Dagestan from occupation. As the fighting was on, several villages in the Botlikh region of Dagestan were seized by the guerillas.

The troubles in Dagestan are the first trial for Russia's new Prime Minister, Mr. Vladimir Putin. Former head of Russia's counter-espionage agency, Federal Security Service (earlier known as KGB), Mr. Putin declared that his government was determined to quell the rebellion. The federal government mounted a massive military operation that included air, artillery and missile strikes.

The Dagestan rebels, led by the famous Chechen warlord Shamyl Basayev and a field commander of Jordanian origin known as Ahattab, are linked to the Wahabi Islamic movement in Northern Caucasus seeking to bring Dagestan under Islamic Law Reports filtering in from the battle scene revealed that the insurgents included a sprinkling of Arabs, Africans and Pakistanis. The ragtag elements defy the government of Chechnya and propound the merger of Dagestan and Chechnya into one independent Islamic State.

According to *Izvestia*, the Pakistani fighters among Dagestan rebels were led by a Pakistani national Abu Abdulla Jafar who runs a military training camp in Chechnya. The rebels estimated to be 2,000-stong crossed to Dagestan from adjoining Chechnya. Pakistani instructors are known to have trained Chechen rebels during their

two-year war with Russia and Chechen militants are still getting their training in Pakistan. According to *Izvestia*, the Saudi billionaire Osama bin Laden has pumped in \$1 billion to fuel the *Jihad* in Dagestan whose rebels include mercenaries from the nationalities of Sudan, Jordan, UAE and a few other Arab States.

On August 21, 1999, Russia admitted that the war against the Islamic guerillas in the mountains of Dagestan would take far longer and cost many more lives than first thought. Like any other guerilla warfare, the war against Dagestan rebels would drag on and the rebels split into groups of no more than eight sheltering in caves are prepared for a protracted trial of strength with the Russian aircraft, helicopter and artillery.

In a way, Dagestan conflict is akin to Kargil with Muslim rebels from Chechnya and other Muslim countries entrenched strategic caves on Dagestan-Chechnya borders.

The guerilla leader Shamyl Basayev fighting the federal troops from the sanctuary of the mountain villages near the Botlikh town, has declared to rid his region bestraddling the Caspian Sea of the Russian presence forever and of Dagestan claim that their region conquered by Russia two centuries ago now should become an independent Islamic state are demanding the complete withdrawal of Russian troops from the region and the creation of an Islamic super state including Dagestan and Chechnya and other mainly Muslim Russian republics in the North Caucasus stretching from the Caspian to Black Sea.

Moscow is obviously and painfully aware of the consequences of sending troops back into Chechnya to quell the fundamentalist insurrection in Dagestan; it would mean undermining the cease-fire and plunging Russia back into the morass from which it retreated in all humiliation. Many observers fear that the Russian military is in no better shape to fight the Chechens now than three years ago. Russia's failure in the Chechen conflict was attributed to its flawed strategy in a guerilla war and the differences of opinion between the defence and the interior ministries.

Meanwhile, undaunted by the killing of its more than 1000 Muslim co-fighters following storming of the last rebel stronghold in Dagestan by the Russian troops in an all-out offensive to crush the secessionist movement, the Wahabi rebels in Dagestan got a shot in the arm when hundreds of Islamic rebels from the neighbouring break-away region of Chechnya invaded Dagestan on September 5, 1999 seizing the whole of a district called Novolaksk The incursion came after a powerful car bomb blast destroyed an apartment block in a military residential complex in Dagestani town of Buinaksk killing 64 persons. A similar blast ripped through an apartment block in Moscow early on September 9, 1999 destroying 72 flats and killing 70 persons with 167 missing; raising fears that an escalated civil war in Russia's South might be carrying terrorism right to the nation's capital. Russian Security Services are particularly worried about the participation of Muslim extremists from as far as Pakistan, Afghanistan, Turkey in the conflict imparting a Middle East-style terrorist tactics with them. (It may be mentioned that Russian Security Services have been put on alert since early August '99 when armed Islamic militants invaded the Southern province of Dagestan and warned that they would carry their struggle to the heart of Moscow)

It may be mentioned that Northern Cancusus is Russia's most unstable and violent region. Dagestan, a tiny republic of just 2 million comprising 32 diverse ethnic groups, is the poorest (per capita income around \$210) with high unemployment (80 per cent). However, Russia can ill-afford to lose this strategically-located republic, an important outlet for its oil exports through 'Caspian Sea' (In fact, it is reported that Wahabi movement is funded by oil rich Middle East countries especially Saudi Arabia with the aim of, apart from Islamic fraternity, stopping Russian oil exports through Caspian Sea and thus further hike oil prices in the international market). Apart from territorial loss, it might fan the fires of Islamic fundamentalism in Muslimdominated republics of Russian Federation to secede in the footsteps of Chechnya; as planned by Islamic rebels from within and outside Russia.

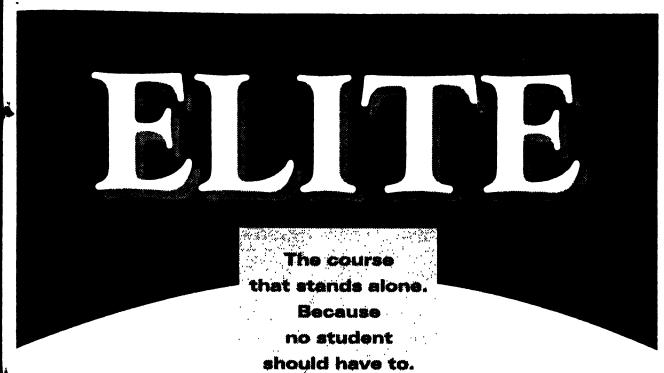
### Berlin Regains Glory as the Capital of Germany

The journey from the sedate and somnolent Bonn to the brave new world of a vibrant Berlin could bring up a lump of nostalgia. It was indeed a journey back into the past and a journey forward into the future when the German Chancellor, Mr. Gerhard Schroeder, shifted the capital of United Germany from Bonn to the historic Berlin after a long 54 years. The German Parliament was shifted to Berlin in July 1999 and the office of the Chancellor during the last week of August 1999. Now Berlin ranks along with other European cities in political and economic importance: Moscow, capita of Russia, Brussels (the headquarters of the European Union and NATO), Paris, London and Rome. The post-1989 United Germany of over 80 million citizens is now the third largest economy after US and Japan. It is an all-consuming German embition to make Berlin the leading city of Europe in the coming years. The return to Berlin also symbolises the urge of Germans to come to the centrestage of world politics and world

The German government has spent \$ 13 billion to give a facelift to their new capital

Berlin may still carry the stigma of Hitler's Germany, but Chancellor Schroeder, born in 1944 and most of his colleagues belonging to the post-war generation, who are not tainted by the horrors and humiliation of the Second World War see Berlin as emblem of a new Germany, geared to mark its dominating presence in Europand the rest of the world. Berlin's present population is 3,102,500.

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images of a shattered and devastated city which has carried much of the burden of German history. At the end of the Second World War the city was occupied by the Allies, and divided into two parts: West Berlin, comprising the American, British and French zones, later a state of the Federal Republic of Germany, forming an enclave within the German Democratic Republic; and East Berlin, the zone of the city occupied by the USSR and later capital of the German Democratic Republic. Between 1961 and 1989, the Berlin Wall separated the two sectors, which were united in 1990.

### Ethnic Indian S. R. Nathan Becomes President of Singapore

On the conclusion of the six-year term of President Ong Teng Cheong, Mr. Sellappan Ramanathan of Indian origin, born in Singapore, took over as the new President of Singapore on September 1, 1999. This is the second time an ethnic Indian has become the President of Singapore. The first ethnic Indian to become President of Singapore was Devan Nair during the Prime Ministership of Mr. Lee Kuan Yew. Mr. Sellappan Ramanathan, widely known as S. R. Nathan was declared elected, unopposed as the sixth President of Singapore, on August 18, 1999.

Indians form only 7 per cent of the population of Singapore. The major ethnic groups are the Chinese and Malay.

Mr. Nathan is the second person to become the President of the City-State after the post became an elective one. The 75-year old President is a former civil servant, diplomat and social worker Since he was the only candidate with valid papers, the Returning Officer declared Mr. Nathan elected without a contest

### Arafat and Barak Restart Peace Process

Breaking with the past when his predecessor, Mr. Banjamin Netanyahu, d.d. everything possible to stoke the fires of mistrust between the Arabs and Jews, the new Israeli Prime Minister, Mr. Ehud Barak, took the bold initiative of signing an agreement with the Palestinian President, Mr. Yasser Arafat on September 5, 1999 at Snarm-El-Sheikh in Egypt infusing new life into the moribund Wye agreement. The solemn ceremony held at the Red Sea resort in Egypt was graced by the presence of a trio who had all along expressed their eagerness to end the deadlock in West Asia: the US Secretary of State, Ms. Madeleine Albright, Egyptian President, Mr. Hosni Mubarak and Jordan's King Abdullah.

At the signing ceremony, Mr. Yasser Arafat said that the Palestinians would make every effort to move fast towards the final status negotiations to implement the UN Security Council resolutions Nos 242 and 338 "on the basis of land for peace, to build our independent Palestinian State with Jerusalem as its capital and to solve the

refugee problem." The Israeli Prime Minister said Israel and Palestinians had a historic opportunity "to shape a better future" and appealed directly to President Hafez Al-Assad of Syria to put all past differences aside in the quest for peace.

The agreement, hailed as "truly a new beginning" by US President, Mr. Bill Clinton, revises the Wye River Accord signed in October 1998 by Mr. Arafat and Israel's former Prime Minister, Mr. Benjamin Netanyahu. The accord was Mr. Barak's first since he took over in July 1999 pledging to seek peace with the Palestinians, Syria and Lebanon. It provides for the implementation of a modified version of the interim Wye land-for-security agreement and gives the parties a year to negotiate a final peace settlement.

The agreement sets the term for three Israeli withdrawals from the West Bank between September 1999 and January 2000. It offers Palestinians more prisoner releases, clearance to open Gaza seaport and a safe passage from Gaza to the West Bank. As per the agreement, Israel and Palestinians will complete by February 15, 2000 a "framework agreement" on some of the most ticklish issues in the Arab-Israeli conflict such as Jerusalem, the future of Palestine refugees, the future of Jewish settlement and the borders and status of the Palestinians' territories. Under the terms of their new peace plan, Palestinians will not unilaterally declare an independent state until at least September 2000

Meanwhile, Israeli Parliament approved (September 9, 1999) Prime Minister Fhud Barak's new peace plan (54-23) despite security risks and heartbreak over giving parts of the Biblical land of Israeli-(Earlier the same day, the Israeli Cabinet voted (17-1) to approve the first stage of the agreement—the handover of seven per cent of the West Bank to Palestinian civilian authority by week-end.

Israel also released 199 Palestinian security prisoners carrying out the first stage of the new peace deal. The releases coming a day ahead of the deadline were the first concrete evidence, after a nearly a year of deadlock, that Israel Palestinian peace making is back to track.

### Russia, China and Central Asian Republics for a Multipolar World

In an obvious move to counterbalance the dominant influence of USA in world politics, the Presidents of Russia, China, and the three Central Asian Republics of Kazakhstan, Kyrgyzstan and Tajikistan met in Bishkek, capital of Kyrgystan during the last week of August 1999 and called for a multipolar world to ensure long-term stability in their region.

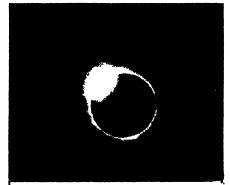
In the Bishkek Declaration issued by these five countries, they resolved to fight international terrorism, the illegal drug trade, arms trafficking, illegal migration and other forms of trans-border crime,

separatism and religious extremism. The Declaration has become relevant against the backdrop of growing Islamic fundamentalism in Russia and China (as is evident in the Islamic revolt in Dagestan in the Northern Caucasus in Russia and the Islamic unrest in a part of China and the Taliban threat to the stability of the Central Asian Republics).

Russia and the three Central Asian Republics share a 4,000-mile border with China and under agreements reached in Shanghai in 1996 and in Moscow in 1997, the five nations have reduced troop levels and limited military activities along the common border.

### The Last Eclipse of the Millennium

It was the last solar eclipse of the millennium as the moon crossed between the sun and the earth on August 11, 1999 enveloping parts of the world in gloom and moved eastwards from the southwest tip of England to the Bay of Bengal. People clogged highways in Germany to watch the celestial spectacle while others crowded the Eiffel Tower and other landmarks, peering skywards behind protective glasse, welder's masks and other protective gadgets. Many stayed indoors out of fear of the unknown, or impelled by superstitions



A view of a Total Solar Eclipse from the Iranian city of Nahavand on August 11, 1999

or the fear of losing sight. The longest view of a total eclipse-a full two minutes and 23 seconds—was in and around Raminicu Valcea--a city in Romania. Here thousands crowded streets and rooftops as the moon bit into the sun, darkening skies and bringing temperature down.

Scientists hope to learn more about giant gas explosions on the sun's surface, causing magnetic storms which can interfere with radio, TV and telephone signals and satellite communications.

The moon's shadow dashed at 2,435 km per hour across parts of France, Germany. Hungary, Romania, Turkey, Iran, Iraq and Pakistan across a path 110 km wide, before sinking at sunset in the Bay of Bengal. It, canopy of clouds robbed millions of Indians the chance to see the eclipse. Hundreds of astronomers and scientists who travelled to western India missed the spectacle.

### **How to Write and Speak**

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Please note that my course is totally different from Rapidex<sup>™</sup> or any other books/courses. I showed you the use of will/shall so easily and quickly. Many books may take 5 to 10 pages to teach it and so it takes you many days to learn to use will/shall correctly. Do you fully realize now that my course is really unique and different?

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- If you have used grammar or spoken English books wearn English, but did not get success
- nether you are a student or in iob, if you are highly monvated to learn simple and powerful English easily and quickly, you will benefit

#### I Was Weak in English

I was born in Rajasthan where people are weak in English. I studied in governmen, non English medium schools. So, I was also weak in English

On no way to Pilani to join B.E., at Chirawa tailway station, I met one P V Reddy from Andhra Pradesh who was also going to Pilani to ioin B L

I started speaking in Hindi. Mr Reddy said, "I do not know Hindi". It was a surprise and shock for me that he did not know Hindi. I had never talked in English before and I was not confident of talking in English. So, I said, "I do mot know English".

My Struggle to Learn English

In the first semester in Pilani, I was a topper with 10 out of 10 grade points, but I was not confident in English. So, I was worried about na Aeak English. I bought many books, guides, onaries, and newspapers.

I worked hard, but improvement was very slow. For example, I took one month to read my first novel R. K. Narayan's The Guide because I had to search so many words in the dictionary.

I even thought of dropping one semester, sitting at home, and learning only English. That time I used to think "Why nobody develops a research-based course to teach good simple English for non-English medium people like nie?

I continued to work hard. And finally I improved English and became a successful engineer/author in America. Now you can also improve your English and fortunately do so easily without hard work and without wasting

#### Our New Research on Practical Grammar

The schools teach you complete, theoretical grammar Their goal is to teach English for exam purpose (same exam as in England and America). And as a result the schools leave many of us confused and unsure of our knowledge of English.

My goal is to teach practical English so that you quickly gain confidence in speaking and writing English. One example of our practical approach is the Bapna's Will/Shall Rule.

This course is totally different and you will not find most of our techniques in any other course or book. We developed this new course only for people like you who studied in non-English medium.

#### Easy to Learn 5 Parts

If you can understand this article, you can surely understand my course. And greatly benefit from it. Our belief and experience show that it is better to teach English through English than through translation Why? Because it helps students to learn to think in English.

The complete course has 5 parts for easy learning. Part 1: Essential English Part 2: Important aid Helpful Usage Part 3: How to Write in a Powerful, Effective, and Result Oriented Way

Part 4 . Advanced Topics Part 5 Mini Spelling Dictionary

Part 3 is so easy and powerful that, it is worth more than the full price for the complete course.

Some of the other topics in the course are: (1) Iwo short-cuts to powerful English '2) Learn to use these helpful words (3) How to write letters (4) How to enhance meaning (5) How to remember spellings and merease vocabulary (6) Common usage

#### It is Easy, But Takes Time

Nothing good in life comes without effort

Though my course is easy to learn, you cannot master my course in just one week or without effort.

Lui, I use my expertise in mind power and study techniques to help you learn quickly and easily in two steps Step 1 Study for I hour per day. You can complete n in 25 to 40 days

Step 2. For the next 2 months, revise it for 2 hours per week. After that, for the next 2 months, revise it for I hour per week. In this way, your learning will become permanent

You get "pocket cards". Keep them in your pocket to revise in school, college, bus, park, playground, etc. So, you learn English in the free time that most people waste because they don't have pocket cards

#### Bio-Data

- BE, BITS Pilani M Tect., IIT Kharagpur NTSE scholar Rank 5 Raj School Board World-famous author
- published a computer books in USA including best selling "MS-DOS Masters"
- Earned 50 donars per HOUR in USA as computer expert and writer At the peak of success, I

left USA to do something in our own country. Now, do research at the Mind Power Research Institute.

#### **Proof of Success**

 "Before joining your course I could understand English but I could not speak English. Now, I can speak powerful English." — Somie Singh, Patne, Sihi

. "In the past, I was not good at writing as well as speaking English Using your course, I am able to write simple and better English without mistake and I can speak English with others without any hesitation I completed your course in 27 days.

— VH Pardenti Ahmeding

"Good and unique course. I was average in English. Now I can write letters in simple English."—Akute

• "I want to thank you for this valuable English course. Now I can write & speak English much better than before." \_\_\_\_\_ Bheven Avinesh M, Nessi - Bhavear Avinash M, Nesik, MS

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#### GENERAL AWARENESS

- Q. 1. What is India's share in the world exports at present?
  - (1) Less than 0.30%
  - (2) Between 0.30% to 0.50%
  - (3) Between 0.50% to 0.70%
  - (4) Approximately 1%
  - (5) None of these
  - O. 2. Booker Prize 1998 was awarded to
  - (1) Graham Swift
  - (2) Rohinton Mistry
  - (3) Ms. Norma Major
  - (4) Ian McEwan
  - (5) None of these
- Q. 3. The overall growth in GDP (Gross Domestic Product) during 1998-99 is estimated to be around
- 1(1) 8%
- (2) 4%
- (3) 6%
- (4) 7%
- (5) 3%
- Q. 4. Shoaib Akhtar is a name related to which of the following games/sports?
  - (1) Badminton
- (2) Tennis
- (3) Cricket
- (4) Chess
- (5) Football
- Q. 5. 'Prithvi' which is included in the Indian Army very recently is the
  - (1) Helicopter developed in India
  - (2) Fighter Plane developed in India
  - (3) Main Battle Tank
  - (4) Surface to Surface Missile
  - (5) Radar System capable of detecting high speed planes
- Q. 6. Human beings breath at what rate per minute in normal course?
- (1) 30 times/m
- (2) 15 times/m
- (3) 25 times/m
- (4) 40 times/m
- (5) None of these
- Q. 7. "Fasting & Feasting", a book recently in the news is written by
  - (1) Dr. Salim Ali
  - (2) Dr. M. C. Chhagla
  - (3) Anita Desai
  - (4) John Major
  - (5) Bill Clinton
- Q. 8. The term "operating system", in relation to the computers, means
  - (1) A set of programmes which controls working of computers
  - (2) Conversion of high level language in machine language
  - The way of a floppy disk drive **functions**
  - (4) All of these
- None of these Q. 9. Who is the Chairman of Foreign Investment Promotion Board?
  - (1) G. V. Ramkrishna
  - (2) Pranab Mukherjee
  - (3) N Vaghul

- (4) Montek Singh Ahluwalia
- (5) None of these
- Q. 10. What was the rate of growth of overall industrial output in our country in the year 1998-99?
  - (1) Less than 4%
  - (2) Between 4 to 8%
  - (3) Between 8 to 10%
  - (4) Between 10 to 13%
  - (5) None of these
- Q. 11. What approximately is the percentage of India's population to that of the world at present?
  - (1) 5%
- (3) 15%
- (4) 20%
- (5) None of these
- Q. 12. Which of the following States is the main producer of rubber in India?
  - (1) Maharashtra
- (2) Assam (4) Tamil Nadu
  - (3) Orissa (5) Kerala
- Q. 13. Which of the following publications of Bennet, Coleman & Company, Ltd. (Times of India Group) based on silver screen world is being presented as on-line version (of
- cyber space) on the Internet ? (1) Madhuri
  - (2) Stardust
  - (3) Movie
- (4) Silver Screen
- (5) Filmfare
- Q. 14. What is the age of retirement for the Judges of Supreme Court and High Courts in India?
  - (1) 58 years
  - (2) 60 years
  - (3) 65 years
  - (4) After completion of their term which is 6 years
  - (5) None of these
- Q. 15. Dr. B. C. Roy National Award is conferred for excellence in the field of
  - (1) Sports
- (2) Chemistry
- (3) Physics
- (4) Social work
- (5) Medical Science

- Q. 16. A 92-storey Tower, considered to be the world's tallest building, is being built
  - (1) Japan
- (2) China
- (3) Malaysia
- (4) india
- (5) None of these Q. 17. Which State in our country ranks top in terms of per capita income?
  - (1) Delhi
- (2) Maharashtra
- (3) West Bengal (4) Punjab (5) None of these
- Q. 18. 'A Train to Pakistan' is a novel written by
  - (1) R. K. Narayan
  - (2) Mulkraj Anand
  - (3) Anita Desai
  - (4) Kamla Markendeya
  - (5) Khushwant Singh

- Q. 19. Night Blindness is caused owing to the deficiency of which of the following?
  - (1) Vitamin A
- (2) Vitamin B
- (3) Vitamin C
- (4) Vitamin D
- (5) Vitamin E
- Q. 20. FBTR is a name closely related to which of the following fields?
  - (1) Medical Science (2) Horticulture
  - (3) Atomic Energy (4) Space Research
  - (5) Oceonography
- Q. 21. Which of the following is NOT a site of Kumbh Mela?
  - (1) Ujjain
- (2) Allahabad
- (3) Haridwar
  - (4) Nasik
- (5) Varanasi
- Q. 22. The magnetic resonance imaging (MRI) is used for which of the following?
  - (1) It is a new technique of medical diagnosis
  - (2) It is a new technique of colour photography
  - (3) A popular technique to detect the leaks in atomic reactors
  - (4) A useful technique to measure the intensity of the magnetic fields
  - (5) It is a technique to detect the cracks in aircrafts
- Q. 23. Which of the following is the currency used in Japan?
  - (1) Dinar
- (2) Lira
- (3) Yuan
- (4) Rouble
- (5) Yen
- Q. 24. The term 'Derby' is associated with
- (1) Cricket
- (2) Hockey
- (3) Football
- (5) Badminton Q. 25. The instrument used for measuring
- the intensity of sound is called (1) Sonometer
  - (2) Anemometer

(4) Horse racing

- (3) Ammeter (5) A!timeter
- (4) Audiometer
- Q. 26. Corbett National Park is located in which of the following States? (1) Madhya Pradesh (2) Uttar Pradesh

  - (3) Maharashtra (4) West Bengal Q. 27. After the attainment of the
- Statehood by Goa, what is the status of Daman & Diu?
  - (1) They continue to be Union Terrorities (2) They are part of the new State of Goa
  - (3) They are merged with Gujarat State (4) Their status is yet to be decided
  - (5) None of these
- O. 28. Late Salim Ali was associated with which of the following?
  - (1) Physiology
- (2) Onomatology
- (3) Ornithology (4) Entomology
- (5) Ecology

- Q. 29. Bronchitis is a disease of which of the following?
  - (1) Blood
- (2) Bladder
- (3) Liver
- (4) Intestine
- (5) Respiratory tract
- Q. 30. "The World Watch Institute" is mainly engaged in which of the following activities?
  - (1) Environmental research
  - (2) Protection of human rights
  - (3) Defence research
  - (4) Prevention of cruelty on animals
  - (5) Providing medical help to the war victims
- Q. 31. Telugu Ganga project is intended to solve the drinking water problem of which of the following cities?
  - (1) Hyderabad
- (2) Bangalore
- (3) Chennai
- (4) Cochin
- (5) Thiruvananthapuram
- Q. 32. 'The Glimpses of World History' is a book written by
  - (1) Mulkraj Anand
  - (2) Mahatma Gandhi
  - (3) S. Radhkrishnan
  - (4) Rajendra Prasad
  - (5) Jawaharlal Nehru
- Q. 33. High Court at which of the following places is common for more than two states?
  - (l) Jabalpur
- (2) Chandigarh
- (3) Allahabad
- (4) Calcutta
- (5) None of these
- Q. 34. What is the maximum number of judges excluding the Chief Justice that can be appointed in the Supreme Court of India?
  - (1) 18
- (2) 25 (4) 26
- (3) 22
- (5) There is no such limit
- Q. 35. Which of the following is the lightest element available in the world?
  - (1) Oxygen
- (2) Hydrogen
- (3) Helium (5) None of these
- (4) Chlorine
- Q. 36. Vishwanathan Anand is related to which of the following games?
  - (1) Tennis
- (2) Cricket
- (3) Chess
- (4) Hockey
- (5) Badminton
- Q. 37. Who amongst the following has recently joined as the third member of Election Commission of India?
  - (1) Shri M. A. Pathan
  - (2) Shri K. M. Agarwal
  - (3) Shri J. M. Lyngdoh
  - (4) Shri J.M.B. Bijorbaruah
  - (5) None of these

- Q. 38. How the election of the President of India takes place?
  - (1) Elected by the two Houses of the Parliament at a joint, session
  - (2) Elected directly by the people
  - (3) Elected by the members of the Rajya Sabha only
  - (4) Elected by the State assemblies only
  - (5) None of these
- Q. 39. Who among the following Scientists got the Kalinga prize of UNESCO for 1998
  - (1) Dr. J. V. Narlıkar
  - (2) Prof. Ennio Candotti
  - (3) Dr. P. K. Iyengar
  - (4) Dr. Kurien
- (5) None of these
  - Q. 40. Mr. Nawaz Sharif who has taken over as the Prime Minister of Pakistan belongs to which of the following political parties?
    - (1) Pakistan People's Party
    - (2) Pakistan Muslim League
    - (3) Jamaet-e-Islamı
    - (4) Tahreek-e-Insaaf
    - (5) None of these
  - Q. 41. Rangaswamy Cup is related to which of the following games?
    - (1) Hockey
- (2) Cricket
- (3) Tennis
- (4) Football
- (5) None of these
- Q. 42. Which of the following statements is TRUE about the Presidential review of Indian Naval Ships?
  - (1) It is a quarterly exercises of naval ships
  - (2) It is organised as a formal closing of the 'Republic Day' functions
  - (3) This is the annual inspection of navalships by the President of India
  - (4) It is a traditional presentation by the Indian Navy to the President, once during his tenure.
  - (5) This is the name of the simulation exercises taken by the Indian Navy in presence of the President of India
- Q. 43. Which of the following pairs of the artists and the arts is NOT correct?
  - (1) Bendre-Painting
  - (2) Pandit Kartik Kumar Instrumental
  - (3) Birju Maharaj Vocal Music
  - (4) Mrinalini Sarabhai Dance
  - (5) Ramanand Sagar Film Direction
  - Q. 44. 'Calory' is a unit of
  - (1) Sound
- (2) Pressure
- (3) Light
- (4) Heat
- (5) Power

- Q. 45. Recently "Bharat Mela" was organised at which of the following places to celebrate 50 years of India's Independence and the birth centenary of Netaji Subhash Chandra Bose?
  - (1) New Delhi
- (2) Mumbai
- (3) Calcutta
- (4) Bangalore
- (5) None of these
- Q. 46. Who amongst the following is the author of the book "Kargil: Crossborder Terrorism" published recently?
  - (1) Kavery Nambisan
  - (2) Salman Rushdie
  - (3) M. J. Akbar
  - (4) Andrew S. Grove
  - (5) None of these
- Q. 47. India is planning to launch a new communication satellite in 1999. The name of the satellite is
  - (1) INSAT-1D
- (2) INSAT-1C
- (3) INSAT-2D
- (4) INSAT-3B
- (5) None of these
- Q. 48. Which of the following is NOT a P.C. vender companies of India?
  - (1) HCL-HP
- (2) Zenith
- (3) Wipro
- (4) Modi-Olivetti
- (5) Opel Astra
- Q. 49. Who amongst the following Indians was awarded the famous Templets? Prize recently?
  - (1) Shri T. N. Sheshan
  - (2) Shri Pandurang Shastri Athavale
  - (3) Shri Manu Chhabaria
  - (4) Mother Nirmala
  - (5) None of these
- Q. 50. At present the major part of which of the following Central revenues goes to various state governments in India?
  - (1) Gift Tax
- (2) Wealth Tax (4) Income Tax
- (3) Excise Duties (5) Sales Tax

ANSWERS				
1. (3)	2. (4)	3. (3)	4. (3)	
5. (4)	6. (1)	7. (3)	8. (1)	
9. (1)	10. (2)	11. (3)	12. (5 <sup>.)</sup>	
13. (5)	14. (3)	15. (5)	16. (3)	
17. (4)	18. (5)	19. (3)	<b>20.</b> (3)	
21. (5)	22. (1)	23. (5)	24. (4)	
25. (1)	26. (2)	27. (1)	28. (3)	
29. (5)	30. (1)	31. (3)	32. (5)	
33. (2)	34. (1)	35. (2)	36. (3)	
37. (3)	38. (5)	39. (2)	40. (2)	
41. (1)	42. (4)	43. (3)	44. (4)	
45. (1)	46. (3)	47. (4)	48. (5)	
49. (2)	50, (3)	• •	-	

#### ENGLISH LANGUAGE

Directions (Qs. 1 to 10). Read the following passage carefully and answer the questions given below it. Certain words/phrases are printed in bold to help you to locate them while answering some of the questions.

There is fairly universal sentiment that

the use of nuclear weapons is clearly

contrary to morality and that its production

probably so, does not go far enough. These

activities are not only opposed to morality but also to law and if the legal objection can be added to the moral, the argument against the use and the manufacture of these weapons will considerably be reinforced. Now the time is ripe to evaluate the responsibility of scientists who knowingly use their expertise for the construction of such weapons which has deleterious effect on mankind. To this must be added the fact that more than 50 per cent of the skilled scientific manpower in the world is now engaged in the armaments industry. How appropriate it is that all this valuable skill should be devoted to the manufacture of weapons to death in a world of poverty is a question that must touch the scientific conscience.

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Consequences of Nuclear War added frightening dimensions to those forecasts. Its report suggested that the long biological effects resulting from climatic changes may at least be as serious as the immediate ones.

Sub-freezing temperatures, low light levels, and high dose of ionising and ula violet radiation extending for many months after a large-scale nuclear war could destroy the biological support systems of civilisation, at least in the Northern Hemisphere. Productivity in natural and agricultural ecosystems could be severely restricted for a year or more. Post war survivors would face starvation as well as ficezing conditions in the dark and be exposed to near-lethal dose of radiation. If, as now seems possible, the Southern Hemisphere were affected also, global disruption of the biosphere could ensue. In any event, there would be severe consequences, even in the areas not affected directly, because of the inter-dependence of the world economy. In either case the extinction of a large fraction of the earth's animals, plants and micro-organism seems possible. The population size of Homo sapiens conceivably could be reduced to predistoric levels or below, and extinction of the human species itself cannot be excluded.

Q. 1. Choose the word which is most OPPOSITE in meaning of the word printed in bold, as used in the passage.

#### Deleterious

- (1) beneficial
- (2) harmful
- (3) irreparable (4) non-cognisable
- (5) revolutionary
- Q. 2. The author's most important objective of writing the above passage seems to\_\_\_\_\_\_.
- highlight the use of nuclear weapons as an effective population control measure.
- (2) illustrate the devastating effects of use of nuclear weapons on mankind.
- duly highlight the supremacy of the nations which possess nuclear weapons
- (4) summarise the long biological effects of use of nuclear weapons.
- (5) explain scientifically the climatic changes resulting from use of nuclear weapons.
- Q. 3. The scientists possessing expertise in manufacturing destructive weapons are
  - (1) very few in number.
  - (2) irresponsible and incompetent.
  - (3) more than half of the total number.
  - (4) engaged in the armaments industry against their desire.
  - (5) not conscious of the repercussions of their actions.
- 4. According to the passage, the ment against the use and manufacture of nuclear weapons
  - (1) does not stand the test of legality.
  - (2) possesses legal strength although it does not have moral standing.
  - (3) is acceptable only on moral grounds.

- (4) becomes stronger if legal and moral considerations are combined.
- (5) None of these.
- Q. 5. The author of the passage seems to be of the view that
  - (1) utilisation of scientific skills in manufacture of weapons is appropriate.
  - (2) the evaluation of the scientists' expertise show their incompetence.
  - (3) manufacture of weapons of death would help eradication of poverty.
  - (4) spending money on manufacture of weapons may be justifiable subject to the availability of funds.
  - (5) utilisation of valuable knowledge for manufacture of lethal weapons is inhuman.
- Q. 6. Which of the following is one of the consequences of nuclear war?
  - (1) Fertility of land will last only for a year or so.
  - (2) Post-war survivors being very few will have abundant food.
  - (3) Lights would be cooler and more comfortable.
  - (4) Southern Hemisphere would remain quite safe in the post-war period.
  - (5) None of these.
- Q. 7. Which of the following best explains the word devoted, as used in the passage?
  - (1) dedicated for a good cause
  - (2) utilised for betterment
  - (3) abused for destruction
  - (4) underutilised
  - (5) overutilised
- Q. 8. The biological consequences of nuclear war as given in the passage include all the following, except
  - (1) fall in temperature below zero degree celsius.
  - (2) ultraviolet radiation.
  - (3) high dose of ionising.
  - (4) low light levels.
  - (5) All of these.
- Q. 9. It appears from the passage that the use of nuclear weapons is considered against morality by
  - only such of those nations who cannot afford to manufacture and sell weapons.
  - (2) almost all the nations of the world.
  - (3) only the superpowers who can afford to manufacture and sell weapons
  - (4) a minority group of scientists who have the necessary skill and competence.
  - (5) most of the scientists who devote their valuable skills to manufacture nuclear weapons.
- Q. 10. Which of the following statement(s) (A), (B) and /or (C) is/are definitely true in the context of the passage?
  - (A) Living organisms in the areas which are not directly affected by the consequences of nuclear war would also suffer.
  - (B) There is a likelihood of extinction of the human species as a consequence of nuclear war.
  - (C) The post-war survivors would be exposed to the risk of near-lethal radiation.

- (1) Only (A)
- (2) Only (B)
- (3) Only (C)
- (4) Only (A) and (B)
- (5) All the three

Directions (Qs. 11 to 15): Which of the phrases (1), (2), (3) and (4) given below each sentence should replace the phrase printed in bold type to make the sentence grammatically correct? If the sentence is correct as it is, mark (5) as your answer.

- Q. 11. My doctor knew that I would eventually recover and do the kind of work I would be doing before.
  - (1) would have been doing
  - (2) would have done
  - (3) had been done
  - (4) had been doing
  - (5) No correction required
- Q. 12. If you are thinking about investing overseas, isn't it makes sense to find an experienced guide?
  - (1) is it not making
  - (2) doesn't it make
  - (3) does it make
  - (4) is it making
  - (5) No correction required
- Q. 13. In addition to enhanced their reputations through strategic use of philanthropy, companies are sponsoring social initiatives to open new markets.
  - (1) of enhancing their reputations
  - (2) to having enhance their reputation
  - (3) to enhancing their reputation
  - (4) to have their reputation enhancing
  - (5) No correction required
- Q. 14. Technology must use to feed the forces of change.
  - (1) must be used to feed
  - (2) must have been using to feed
  - (3) must use having fed
  - (4) must be using to feed
  - (5) No correction required
- Q. 15. The crime has growth rapidly in Russia since the disintegration of the communist system.
  - (1) rapid crime has grown
  - (2) crime has grown rapidly
  - (3) crimes grow rapidly
  - (4) crimes have been rapidly grown
  - (5) No correction required
- Directions (Qs. 16 to 20). In each question, an incomplete stem of sentence is given. It is followed by five parts of the sentence numbered as (1), (2), (3), (4) and (5) to complete the incomplete stem. Pick out the most appropriate part to complete the sentence meaningfully.
- Q. 16. Although initial investigations pointed towards him,
  - (1) the preceding events corroborated his involvement in the crime.
  - (2) the additional information confirmed his guilt.
  - (3) the subsequent events established that he was guilty.
  - (4) the subsequent events proved that he was innocent.
  - (5) he gave an open confession of his crime.

- Q. 17. It is not easy to remain tranquil when those around you
  - (1) behave in a socially acceptable manner.
  - (2) exhibit pleasant mannerism.
  - (3) are losing their heads.
  - (4) agree to whatever you say.
  - (5) exhibit generous and magnanimous gestures.
  - Q. 18. Since it is already midnight, we
  - (1) had better leave.
  - (2) ought to have leave.
  - (3) should take our leave.
  - (4) might as well as leave.
  - (5) must have been leave.
- Q. 19. The employer appeared to be in such an affable mood that Rohit
  - (1) decided to ask for a raise in his salary.
  - (2) was scared to talk to him about his
  - (3) felt very guilty for his inadvertent slip.
  - (4) promised him that he would not commit mistake again.
  - (5) was pained to press his demand for a new flat.
- Q. 20. The officer who had neglected to file his income tax returns had to
  - (1) return the files. (2) pay a fine.
  - (3) be rewarded (4) play mischief.
- (5) give warning.

Directions (Qs. 21 to 25): Read the following sentence and answer the questions that follow:

As a result of economic liberalisation and entry of a large number of multinational companies into India, the life of most middle class and upper middle class people in the last two decades of the present century has been characterised by artificiality in dress, manners and conversation and elaborate surface of formality and grace covering a certain amount of vice and a great deal of plain silliness.

- Q. 21. The sentence lays emphasis on the fact that the economic liberalisation has
  - (1) raised the standard of living of the middle and upper middle class people.
  - (2) helped the people dispense with their vicious behaviour.
  - (3) helped people imbibe good qualities and moral values.
  - (4) made people more artificial outwardly, without change in attitude.
  - (5) removed their poverty and raised their quality of life
- Q. 22. Which of the following is not true about most of the middle and upper middle class people of the period mentioned in the sentence?
  - (1) They are hypocrites.
  - (2) They are silly.
  - (3) They are witty.
  - (4) They are formal.
  - (5) They are wicked.
- Q. 23. It can be inferred from the sentence that the middle and upper middle class people of the period probably live
  - (1) very simple lives
  - (2) wicked lives.
  - (3) virtuous lives.

- (4) conventional lives.
- (5) affluent lives.
- Q. 24. It appears that the author of the sentence criticises economic liberalisation for the people's
  - (1) lack of naturalness.
  - (2) lack of formality.
  - (3) lack of grace.
  - (4) poor mannerism.
  - (5) articulate conversation.
- Q. 25. The period discussed in the sentence is
  - (1) from 1990 to 2000 AD.
  - (2) from 1991 to 2000 AD.
  - (3) from 1981 to 1900 AD.
  - (4) from 1980 to 2000 AD.
  - (5) from 1981 to 2000 AD.

Directions (Qs. 26 to 35): In the following passage, there are blanks each of which has been numbered. These numbers are printed below the passage and against each five words are suggested, one of which fits the blank appropriately. Find out the appropriate word in each case.

Faced with an ...(26)... number and variety of products on the market, managers are finding it more difficult to ...(27)... demand and plan production and orders ...(28).... As a result, ...(29)... forecasts are increasing and, along with them, the costs of those

Many managers today, ...(30)... speed is the ...(31)... have turned to one or an other popular production scheduling system. But these tools tackle only part of the problem. ...(32)... really needed is a way to ...(33)... forecasts and simultaneously redesign planning processes to ...(34)... the impact of ...(35)... forecasts.

- Q. 26. (1) exact
- (2) equal ·
- (4) eccentric (3) optimum
- (5) unprecedented
- Q. 27. (!) meet (2) predict
  - (3) ignore
- (4) accept
- (5) register Q. 28. (1) immediately (2) quickly
  - (3) accordingly (4) postively
  - (5) spontaneously
- Q. 29. (1) inaccurate (2) buoyant (4) inadequate
  - (3) frequent
- (5) exorbitant Q. 30. (1) consider (2) neglecting
  - (3) visualising (4) believing
  - (5) notwithstanding
- Q. 31. (1) problem
- (2) answer (4) outcome
- (3) source (5) lacuna
- Q. 32. (1) What's
- (2) That's (4) Managers
- (3) One
- (5) Companies
- Q. 33. (1) ignore
- (2) obtain (4) negate
- (3) vitiate
- (5) improve Q. 34. (1) rationalise
  - (2) substantiate (4) counter
  - (3) minimise
  - (5) tolerate
- (2) absolute Q. 35. (1) dangerous
  - (3) unpredicted (4) erroneous (5) popular

Directions (Qs. 36 to 38): Read each sentence carefully. Four choices are given

- as (1), (2), (3) and (4) for each sentence. You have to choose the one that is closest in meaning to the original sentence and indicate its serial number as your answer.
- Q. 36. The minister told his secretary that at present, he is not interested in making any announcement which he can't fulfil.
  - (1) The minister told to his secretary that at present, if he makes announcement he will fulfil it also.
  - (2) Secretary advises the minister that better avoid making any announcement at present.
  - (3) At present, making announcement only, is not attracting the minister observed by secretary.
  - (4) The minister told his secretary that he will not make any announcement, at present.
  - (5) None of these
- Q. 37. Had all the call letters been sent earlier, more candidates would have appeared in the examination.
  - (1) Call letters were sent earlier, with a hope that all the candidates would appear in the examination.
  - (2) Since the call letters were not sent earlier fewer candidates appeared in the examination.
  - (3) Not many candidates could appear in the examination because, call letters were delayed.
  - (4) More number of candidates appeared in the examination because, call letters were despatched to them.
  - (5) None of these.
- Q. 38. You would have won the 'Best Paper Award' if you had used transparencies and blackboard in your presentation.
  - (1) You did not win the award only because you did not use transparencies in your presentation.
  - (2) Using transparencies and blackboard during presentation is very important.
  - (3) Without using transparencies and blackboard in the presentation it is very difficult to win the award.
  - (4) 'Best Paper Award' is the prestigious one and presenter should ensure to use transparencies during presentation.
  - (5) None of these.

Directions (Qs. 39 to 41): Read each sentence carefully to find out whether there is any grammatical error in it. The error, if any, will be in one part of the sentence. The number of that part is the answer. If there is no error, the answer is '5'. (Ignore the errors of punctuations, if any.)

Q. 39. Whatever he was (1)/ today is only because (2)/ of his mother who (3)/ was a renowned scientist. (4) / No error. (5)

Q. 40. The Head of the Department, along with his colleagues (1)/ are coming to attend (2)/ the conference which is (3)/ scheduled this afternoon. (4) No error. (5)

Q. 41. One of the most effective (-5. solutions is that (2)/ she should work on Sunday (3)/ and complete the assignment (4) No error.

(Continued on page 119)

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## competition success review

# SUPER BRAIN SUPER PERSONALITY CONTEST 2000

We present here the FOUR PRIZE WINNING ESSAYS (Awarded let Prize) under the Super Brain Super Personality Contest 2000. The Ms. Intellectuals of Contest-3 are Ms. Sutapa Raha, Ms. Swaroopa Rani Bukko and Ms. Skilpi Mahajan and the Ms. Intellectual of Contest-3 is Vijay Sharma.

# The Genesis And The Possible Solution Of Kashmir Problem

"For oft when on my couch I lie In vacant or in a pensive mood They flash upon the inward eye Which is the bliss of solitude And then my heart with pleasure fills And dances with the daffodils"

Once, Kashmir was to the nation what the daffodils were to Wordsworth. Militancy in the valley has destroyed this Paradise On Earth. With the nation forced into a war which has been going on for 52 years to vacate and counter trans-border terrorism on a land too beautiful to let go, it is imperative that the "Kashmir-cancer", which has bled India since independence, is examined anew.

The genesis of the Kashmir problem lies nestled in a historical nest infested with corruption and folly of Indian politicians. The key to the solution of the problem lies in concentrating on its genesis and then striking at the roots of the problem. History has been witness to the dispute over Kashmir which stems from the conflict between Sheikh Abdullah and Hari Singh The Sale

Deed of 1846 entitled Kashmir the personal property of Hari Singh, a Hindu Dogra prince. The people of Kashmir, under the leadership of Sheikh Abdullah, were fighting for freedom from the autocratic rule of Hari Singh.

As per Independence Act while India was divided into two dominions—India and Pakistan, the rulers of Indian states were given the option to join either one of the two dominions or maintain their independent status. Whereas a majority of Indian princely states decided to join India, the rulers of Junagadh, Hyderabad and Kashmir were dilly-dallying. In the meantime, Maharaja Hari Singh of Kashmir signed a Standstill Agreement with Pakistan to



Ms. Sutapa Raha
FIRST PRIZE WINNER OF
CSR SUPER BRAIN PERSONALITY
CONTEST 2000 (3): TOPIC 1

Ms. Sutapa Raha has done M.A. in Philosophy from Calcutta University.

Ms. Sutapa Raha is the first prize winner of Topic 1 and has been adjudged the MS. INTELLECTUAL OF THE MONTH. She is entitled to participate in the remaining stages of the Super Brain Super Personality Contest 2000 as well as receive other prizes.

Congrutulations, Ms. Sutapa '

maintain the supply line of essential goods to the state through Pakistan. However, Pakistan, in clear violation of this Agreement, invaded Kashmir on October 13, 1947; cutting off supplies of petrol, sugar and kerosene oil in the process. On October 24, 1947 the Maharaja appealed to India for help. India was weighing the pros and cons of responding to the appeal when, on October 26, a second and more frantic appeal followed, which was accompanied by the offer of accession. On October 27, India accepted the offer on the condition that a responsible government representing people's aspirations would be set up in Jammu and Kashmir. The Instrument of Accession was signed and Kashmir became legally a part of India.

This should have been the end of the territorial dispute over Kashmir but for the crazy ambitions of an insane and religiously zealot Pak Governor General, who directed his army to invade Srinagar. Mohammed Ali Jinnah's dreams of capturing Kashmir were almost buried in the

grave when General Auchtuleck, the Commander-in-Chief of Pakistan Army, on October 28, 1947 told him that Kashmir was legally a part of India and sending the Pakistan Army would amount to declaration of war. The General also reportedly threatened Jinnah with the withdrawal of every British officer serving in the Pakistan Army. But Jinnah's men in the guise of tribals had already invaded Kashmir. Jawaharlal Nehru exposed his inexperience as a statesman when he internationalised the dispute by approaching the United Nations for help instead of allowing the triumphant Indian defence forces drive out the invaders right inside Pakistan. Accepting a cease-fire without driving the last intruder out of the state

was a suicidal blunder for which we are paying the price even today through many Kargils.

Pakistan befooled the world till as early as 1948, when it confessed to United Nations Commission that its regular army had entered the State but only in May that year and that too in self-defence. And thus the "Kashmir-cancer" was born.

In the past 52 years, Pakistan has consistently been echoing these lies and including in double-talk. In August, 1965, President Ayub Khan had boasted that he would attack Kashmir in the morning and have his breakfast in Delhi that very day. A tough India, however, had him whimpering for help to the United Nations. On January 10, 1966, the Tashkent Declaration was signed in the presence of Russian leaders. But, again in 1971, during the liberation movement of Bangladesh, Pakistan attacked Kashmir. Within weeks, Pakistan's forces surrendered in Bangladesh and a cease-fire was declared.

It was precisely at this point in Indian history that the Kashmir-problem became an irreconcilable issue between the two neighbouring countries. Mrs. Indira Gandhi was misled by the crafty Zulfiqar Ali Bhutto when she committed the nation to the Simia Agreement, the last paragraph of which declared: 'The representatives of the two sides will meet to discuss further the modalities and arrangements for the establishment of peace and normalisation of relations including the final settlement of Jammu and Kashmir'.

Hence, apart from Jawaharlal Nehru's inept handling, Indira Gandhi too played a significant role in complicating the Kashmir-issue beyond repair. The unique advantage that was achieved by 1971 victory was destroyed by her criminal folly through Simla Agreement.

The mutilated bodies of soldiers, fighting in Kargil, have brought back the memories of the past wars of 1947, 1962, 1965 and 1971. India does not need to be reminded by Prime Minister Nawaz Sharif that Kargil is an aspect of the Kashmir-issue. India realises only too well that in Kargil, Pakistan has again raised its deceitful head to spew venom. The genesis of the Kashmir problem lies in the culmination of India's foolish and forgiving nature and Pakistan's foolhardy but steadfast designs to annex Kashmir by any means

The solution to the Kashmir-problem lies neither in bilateral dialogue nor in sacrificing national security in the face of international condemnation. For any dialogue to succeed, a genuine effort to substantiate it with actions must be forthcoming from both sides. But a moment's reflection will reveal that the Pakistan Government cannot allow the Kashmir issue to be resolved. A physically, morally, ideologically and economically weak Pakistan finds Kashmir a helpful diversion from frustrations at the domestic front. Pakistan's internal administration is in shambles. Conflicts between Shias and Sunnis, discontent among the Ahmediyas against religious bigotry, the Shariat Law and the misinterpretation of Jihads have resulted in widespread chaos within the country. Its economy is almost insolvent. Nevertheless, in keeping with Bhutto's inspirational ideologies, Pakistanis are prepared to eat grass "but wage a thousand years war against India". Even today, Pakistan shells out staggering amounts for defence. Moreover, Kashmir has been a plank to draw the Islamic forces in the military and ISI. How can Pakistan let go off Kashmir, a strategically important point of access through land route to its closest ally China and to the markets of Central Asia ? No wonder, the words of Mr. Nawaz Sharif: "Come let's talk..." ring hollow in the Indian ears After the Kargil conflict. India has realised only too well the futility of talks with its hostile neighbour.

In Kashmir, India has been draining its resources to the detriment of development. It should make every sense to lance this abscess once and for all; international condemnation be damned. In its attempt to get the "good boy prize", India has been bleeding since 1948. Is not India a country where human life is prized higher than praises?

India should follow the footsteps of Israel, which crushed any hostile threat to its frontiers, however rudimentary. If Israel can bomb targets in Lebanon, if NATO can do the same against Serbs, if USA can violate Iranian airspace and territory to rescue hostages at its embassy in Tehran, then why should not India act along the same lines to defend its frontiers? India should also fearlessly exercise any option for the sake of national security. A hostile country threatening transgressions should be made to pay such an exorbitant price that it should deter all from embarking on such misadventures against India. In today's disquiet world, peace cannot be bought on the cheap.

That the Kashmir issue can be solved through meaningful dialogue is a myth and that it can be solved bilaterally is a greater myth. Internationalisation of Kashmir is a glaring reality. Nehru internationalised Kashmir when he took the issue of Pakistan aggression to the UN; and now, the welcome accorded to US Under Secretary of State, Mr. Gibson Lampher has once again opened the door for international mediation.

India should realise that the demise of Soviet Union has changed the scenario of international relations. After the ouster of pro Soviet regime in Afghanistan, US perceives Pakistan as a troublemaker—burdened with an unstable polity and Islamic terrorism. On the other hand, India has the maximum amount of foreign trade with USA. Both India and USA share a common concern for stability in the region rather than for self-determination for Kashmiris harped upon day in and day out by Pakistan. These underline the tilt in US policy which has come out clearly in India's favour during the Kargil conflict. And 'India should not shy away from global empathy when it helps. India should build on the support which the US has extended to it.

The Indo-US relations will improve further if India emerges as a stable polity and strong economy. For only a strong economy will enable India to preserve its integrity and put a stop to cross-border terrorism. A fast rate of growth in the national economy will provide the basic infrastructure for dealing effectively with internal insurgencies and external aggression. It is true that frontiers must be guarded from hostile threats, but it is also true that a well-equipped army is a must to counter the attacks. Technology-based surveillance, rapid action capability based on airlift, heavy artillery concentrations and daring plans—all go to equip the army. And these have to be maintained at very high operational costs. It is ruthless to expect our mortal soldiers to make up for technology deficiency with valour.

Needless to say, the greater enemy is within. Time and again, the security of the nation has been hijacked by power-hungry politicians and corrupt bureaucrats. Corruption, more than paucity of funds, is responsible for the lop-sided development of defence establishment. Hence, substantial increase in the defence budget is not the answer. How the money is spent within the defence budget is a greater issue to be addressed. Major reforms on internal allocation should be effected to improve India's military machine. Sophisticated weapors should be provided with requisite backup and spare parts to keep them in fighting gear. The defence forces are our insurance cover and we have to pay the premium whether we like it or not.

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An efficient intelligence network should complement the defence forces. And intelligence continues to be the weakest link in fighting insurgency in Kashmir. The efficiency with which the militants have been hitting strategic targets exposes the deficiency of the intelligence system which needs revamping. If the information about the recent intrusions in Kargil indeed came from the "bakarwallas", then what was the use of maintaining RAW with its sophisticated system? The need for a better structural arrangement to bring about inter-services operational synergy is a lesson which we have learnt the hard way. Also, there should be complete coordination between military and civil administration.

Since neither India nor Pakistan can recapture the "occupied" territory in Jammu and Kashmir without risking a nuclear conflagration, a possible solution to the Kashmir tangle lies in the acceptance of the Line of Control as international border between India and Pakistan; though this step is fraught with wide-spread public resentment and adverse reaction against political leadership of both the countries. India is a bigger loser yet instead of frittering away billions of funds to defend Kashmir's borders from aggression and to quell insurgency in the state, it is a better bet. For this, a bold and realistic approach is called

for. Why should we fight shy of US mediation, which in the changed scenario in Indo-US present relationship, should assure us just and fair solution. But to be on safer side, let a resolution be moved in the United Nations under guarantee from USA, Russia, China and OIC sanctifying the LoC with the rider that Pakistan would send no intruders in Kashmir or elsewhere to disturb the tranquility of this Paradise on Earth as also of India through cross border terrorism. To ensure its faithful implementation, let UN peace-keeping forces be stationed for a year or so to test the sincerity of Pakistan. Meanwhile, let Kashmir enjoy privileges under Article 370 till its Assembly passes a resolution for its abrogation.

For 52 years, India has been living in dreams—a dream where the valley sleeps peacefully nestled in the warmth of serenity. And the words of Robert Frost (which incidentally were favourite of Jawaharlal Nehru also) are an inspiration to turn this dream into a reality:

The woods are lovely, dark and deep

And I have promises to keep

And miles to go before I sleep

And miles to go before I sleep"

And let these dreams not be shattered by Pakistan's repeated transgressions any longer.

# Cricket Is Killing Other Sports In India

The World Cup euphoria had caught up with the Indian psyche long before the tournament commenced at Lords. The lay sport lover (read cricket lover) was, of course, exuberance personified. "Cricket, man cricket!" his body language seemed to ooze. The visual media almost had us believe that love for a sport was tantamount to patriotism if it happened to be cricket. It had composed paeans with a nationalistic fervour urging India to romp home with the coveted World Cup a second time. Departing for a different arena in the same host country was the Leander Mahesh tennis duo. In stark contrast to the emotive response Azharuddin and squan generated, absolutely nothing was said or written either in retrospection or anticipation of the duo's tennis performance. They were not even aware of their country's expectations from them. Probably it had none.

Throughout the World Cup, the pulse rate of the diehard cricket aficionado kept pace with the fortunes of the Indian side waxing and waning

with every prospect of its victory or defeat. He cursed, fumed and swore at each Indian loss, however well-deserved. He was delighted, nay exultant at every of its victories however unconvincing. Cricket was at its personalised best. On the other hand, at the Mecca of tennis, Wimbledon, the duo too was crossing swords with the best talent in the world, with absolutely no sure chance to win the final and still be in the reckoning. But they were to fight their battle, quiet and alone with not a



Mr. Vijay Sharma FIRST PRIZE WINNER OF CSR SUPER BRAIN PERSONALITY

Mr. Vijay Sharma has done B.Tech. (Electrical Engineering) from Calicut University.

CONTEST 2000 (3): TOPIC 2

Mr. Vijay Sharma is the first prize winner of Topic 2 and has been adjudged the MR. INTELLECTUAL OF THE MONTH. He is entitled to participate in the remaining stages of the Super Brain Super Personality Contest 2000 as well as receive other prizes.

Congratulations, Mr. Vijay!

semblance of encouragement from him. Even their entry into quarterfinals failed to make the Indian sport lover sit up and notice. Tennis was at its marginalised worst.

in the World Cup, we tumbled from match to match until finally we tumbled out At Wimbledon, the tennis duo rigorously battled its way through quarter and semi-finals. Then in a remarkable display of initiative, coordination and skill, it clinched the double's title at the world's most reputed tennis tournament. Unfortunately but not unexpectedly, the crowning glory of their triumph hour was marred by the all pervasive maniacal obsession with cricket which, even in our failure at it, cornered all the thrust of public opinion, analyses, criticisms, introspection. The tennis duo had to be content with, to quote their own words, 'a four line news clipping'.

If cricket is not killing other sports in India, it surely does not seem to be letting them live either.

#### Flawed Inheritance

beneficent legacies the British colonial era bequeathed to independent India. It was the sport the 'paritaloon wearing brown sahib' used to indulge in and the advancing Indian middle class grew to love. The fact that we inherited cricket from its mother country like all other Commonwealth nations is perfectly innocuous in its isolation. The question we conveniently forget to pose to ourselves is, did we inherit only 'cricket' or did we inherit a healthy tradition of nurturing sports, loving them and aiding their

proliferation. The answer, obvious though, is as agonising as it is true. The root of our biased attitude in favour of cricket lies in our flawed inheritance. That was the point when the balance began to tilt towards cricket in an unsavoury magnitude. That was the point which marked the sounding of death-knell of other sports india had excelled in or had the potential of doing the same. There is possibly no other explanation of the fact that we did not produce another Dhyanchand or Milkha Singh while we have been rolling out cricket 'giants' and 'legends' by the day. True, India has at one time or the other produced world class players in sports like hockey, wrestling, chess. billiards etc., but they were more the products of individual effort, merit and passion than popular enthusiasm or support. They represent not the rule but the exception; the flashes in the pan. For a sport to produce generation after generation of world class talent, both incessant nurturing and a popular base are required. That is how and why Russia excelled in chess and Romania in gymnastics. In its obsession with cricket, India has failed to realise this fact. Evidently, that is the central problem of sports development or rather the lack of it in India.

#### Cricket on the Kill

A budding sports kid who is almost as tall as the bat he holds and does not understand what's "reverse swing" or "swivel pull shot" all about, claims that some day he would be like 'Tendulkar'. Why not like 'Viswanathan Anand' or 'Geet Sethi'? Because in his formative years, he has been so overwhelmingly exposed to cricket and its living legends, and the references to the likes of Anand or Sethi have been so few and fleeting, that his impressionable mind begins to equate sports with cricket. Again, while so many kids are out playing cricket in the streets with makeshift stumps and walls for boundaries, none dribbles with a hockey stick or dabbles in something as simple as 100m sprint. This statistical preponderance of cricket lovers at the grassroots level ensures that all sporting talent of the country makes a bee-line for cricket while other sports longingly await new entrants. When so few are taking to other sports, fewer would make the grade and achieve a certain level and fewer still would be there to inherit the legacy of such achievements. In such a deplorable scenario, life cannot but be snuffed out of other sports and it will be sooner rather than later.

In countries like India where an integrated sports policy is conspicuous by its absence, where institutional and infrastructural facilities are hard to come by, and where coaching and training avenues are at best meagre, extrinsic factors like the popularity of a sport, the recognition it entails etc., become crucial in deciding its survivability and ensuring its longevity. All recognition, all glory that accrues through sports is again appropriated by cricket and its practitioners, leaving the other sports a totally unattractive proposition at the amateur level. That explains why countries like the USA have been producing world class amateurs in sports like Skateboarding and Surling while India has failed to do the same in any sport but cricket. It's the amateurs who turn professionals later into their careers. Needless to say, when the quality and quantity of new recruits to other sports at the amateur level is not optimum, the professional level simply mirrors that inadequacy. Such a skewed interest for cricket and diversion of total energies to it and a woeful apathy for other sports has resulted in the current lamentable standing of these sports vis-a-vis cricket.

In the era of marketing gimmicks and advertisement cult, endorsement of a product by a sports hero definitely

enhances its brand value and, of course, makes the endorser richer by a few millions. Everyone does it, Sachin, Ganguly, Azhar, Jadeja. So what's wrong? Nothing except that they all are cricketeers. The advertisement makers obviously encash the fan-following and the hero-worship these cricketers command. It's the so-called sports-lovers who don't seem to take their heroes from any other sport but cricket. This step-motherly attitude where Ganguly and Sachin are elevated over-night to the status of demigods, but not even a becoming welcome is accorded to the Wimbledon's doubles champions, is not the advertising agency's fault. It's ours. Our obsession for cricket is the cause. The price, of course, is paid by the players of other sports who too are the nation's heroes but have been deprived of that status and possibly the money which they might have really needed. It affects them in the short term but their sport in the long run.

At the professional level, it's no longer the endorsement amount that counts. It's not even money through playing the sport. It comes anyway if one keeps winning. At that level, an intangible but greatly influential factor comes into play to guide the destiny of a sport. When the practitioners of a sport are a part of a certain tradition, a link in the chain of successive achievements, they develop a sense of responsibility. There is a constant pressure on them not to let their predecessors down. There is the constant motivating factor of passing on the legacy they inherited unscathed and untainted. This pressure, this motivation manifests itself in their enhanced performance levels. Unfortunately, the colossal fan following cricket commands and out-of-proportion glorification it receives saps evey ounce of everybody's energy who can be instrumental in developing such a tradition for other sports. Sportspersons like P.T. Usha, Viswanathan Anand, Jaspal Rana, Jyotirmoyee Sikdar, Dingko Singh etc. did excel in their respective spheres but by dint of their merit. They are part of no tradition and heirs to no legacy. They have been and are playing in isolation. They do manage to give a fresh lease of life to their sport. But for how long?

The point is cricket. The trouble it is not. The trouble is our attitude. The media, as some would say, overexposes us to cricket to the exclusion of other sports because it is popular. Then it gets even more popular and the media shows even more of it. We would have to get out of this vicious cycle and fast. We will have to make a conscious and deliberate effort to restore a balance between cricket and other sports and ensure an equitable distribution of our energies for the development of all other sports. The sports authorities in the country need to implement an integrated sports policy with a resultoriented strategy. The first step should be to enhance participation in sports like chess, athletics, tennis etc. at the grass-root level. A constant grooming, an incessant striving is what goes into making champions out of ordinary players. For this, our budding players will have to be provided with adequate coaching and training, the necessary paraphemalia and infrastructure. A constant exposure to the rigorous international standards will surely enhance their performance. Admittedly, this will not be enough. A sport merely survives in the hands of its players but it lives and thrives in the hearts of the people who can make heroes out of them. It's the people who make a sport live or die. So let us resolve not to be spoilsports, control our obsession with cricket and give the other sports the place due but denied to them, or else we would be interring many a sports quite soon with the epitaph:

"Cricket, Cricket everywhere Caused us to be laid here"

### **Practice Makes A Man Perfect**

Nature in its various forms is perfection in itself. Man or any living being is an entity of this nature where life strives hard to attain or fetch its livelihood. Man has his own means to meet the ends of livelihood. Ends are usually defined as goals in materialistic and spiritual form. Materialistic ends like food, clothing and shelter require means like earned money. Spiritual ends are perfection in human qualities which reflects human nature and abilities. To meet these spiritual ends, man needs practice as means.

Practice can be defined as tuning one's mind, soul and body to certain activities uniformly aimed at achieving certain requirement more smoothly and satisfactorily. This universal satisfaction in certain achievement can be defined as perfection.

Human attributes like faith, determination, confidence and ambition when complemented with practice lead to perfection. When we speak of determination as a human quality, our memory dates back to mythological period where we learn about the resolute determination of

Ekalavya who was denied education by Dronacharya. In spite of racial discrimination and denial of education, his determination made him to learn in front of his master's idol and this determination complemented with years of practice made him one of the most skillfuls in the art of archery.

Practice is an exercise and mantra, which tunes both our physical and mental entities to the required frequency that leads us to perfection. In this context, faith is one such kind of cohesive force which brings both the entities together. When we speak of faith, it is one's faith in oneself. By supplementing this with planned practice one can achieve his goals in a more comprehensive manner.

Human beings are ever ambitious. Ambition compels human beings to practise day in and day out to see their ambitions fulfilled. Practice is one such kind of tool which sharpens human abilities and capabilities beyond their capacities in pursuit of goals.

When we speak of confidence as human quality, it is practice which awakens the lethargic potential and induces confidence, so it is this practice which gives birth to confidence and it is this confidence, which never reverts back human intention and ambition to achieve perfection.

Practice is a sadhana, in other word it is meditation. With this a man can achieve anything in his life and bedeck his life with bed of roses and can become exemplary. Our history is replete with stories of great persons who stand at unreachable heights, e.g. Maharishi Valmiki—initially he was unable to spell even the word "RAMA". But after continuous practice or sadhana, he not only learnt the spelling of words, but also wrote the great epic "RAMAYANA".

In order to acquire peace and spirituality, Siddhartha left his family and Kingdom and went to forests and by dint of his constant sadhana, he achieved enlightenment. He was later known as Gautam Buddha.



Ms. Swaroopa Rani Bukka

FIRST PRIZE WINNER OF CSR SUPER BRAIN PERSONALITY CONTEST 2000 (3): TOPIC 3

Ms. Swaroopa Rani Bukka has done M.Sc. in Environmental Science from Kakatiya University.

Ms. Swaroopa Rani Booka is the first prize winner of Topic 3 and has been adjudged the MS. INTELLECTUAL OF THE MONTH. She is entitled to participate in the remaining stages of the Super Brain Super Personality Contest 2000 as well as receive other prizes.

Congratulations, Ms. Swaroopa!

A famous Telugu writer-poet had said that regular practice of eating bitter neem leaves gives sweet taste to our senses.

Scientifically, practice has been proved to be the only way to achieve perfection. Challenges can be stepping stones or stumbling blocks but it is just a matter of how you view them. So practice is one such bioscope which gives us a clear view of the challenges and prepares us in a right direction to accept the challenges and sharpen our abilities both physical and spiritual to meet the challenges for achieving thumping victory.

In this universe, there are very few lucky who are born with a silver spoon in their mouth. They don't have to strive hard for fulfilment of their wishes. With less practice and by virtue of inherited means their wishes are fulfilled, but it is the practice that makes a man recognise his limitations and prepare a suitable practice schedule to attain itis goals.

Right from his birth, a mar has to do many things and assume several postures and achieve several goals. When a child enters this world, he

crawls towards his desired objects, but slowly and steadily he becomes so desperate that he wants to grab those objects instantaneously and slowly he realises that he has to startd up on his legs and walk to reach his goal. This intention compels him to practise walking and, if needed, even running which he realises as an improvement in reaching new vistas through which a person can find an answer that is more suitable and appropriate.

To practise is to meditate in hot and cold, good and bad situations, in favourable and unfavourable conditions. We can see the society discarding handicapped people who are helpless: It is this discrimination that gives birth to determination for practice. A person with artificial legs practises to walk on his own without human support and this practice one day enables him to even run. In real life, we have the famous classical dancer, Ms. Sudha Chandran dancing even with an artificial leg after years of practice.

Practice is one such activity that enhances will power of a person. It encourages one to accept abnormal challenges and come out strong. Perfection attained through practice can't be stolen by others.

"Practice makes a man perfect", it is not a saying. It became true in case of many pre-eminent persons of this world. Today, they say, the reason behind their success is only continuous practice. So they treat practice as Mother to success, because practice provides only positive results and it can never be called a failure. There is a intimate co-relation between practice and success. That is why, some people are often heard saying that due to lack of practice they are unable to perform as usual.

In today's competitive world, one has to undergo various hurdles (competitive exams) for which one has to tune his talents by practising systematically because practice clears hurdles and provides a right direction. It is just because of practice that a person is distinguished from others in

(Continued on page 107)

# RAJ BAPNA'S Mind Power Study Techniques

### **Use More of Your Mind Power**

For Your Success in Exams and Competitions. (Most people use only 10%.)

by Raj Bapna

Hi, my name is Raj Bapna. In this interesting article, I want to tell you about my surprisingly powerful new course "Raj Bapaa's Mind Power Study Techniques"

My course will help you in everything you want to study: English, Maths, Accounts, History as well as IAS, Bank, UPSC, Board, PMT-HT,

Practical, Easy, Result-Oriented Course

The techniques in the course are effective. They do not require hard work that makes you tired. And you can learn them quickly. I teach no theory Only the techniques that have proved effective for myself and other students. Originally, I researched these techniques for my own use. They helped me to get success in competitions and to increase my salary, in 7 years, from Rs 1000 per month (after BE) to 50 Dollars per hour in USA. Now you can easily benefit from my hard work, good luck, and special knowledge (with money-back guarantee).

Success is Very Difficult in India Today, more than ever before, the competitions are very very tough. There are upto 200 or more students for every single seat. So, achieving success is not easy in India. So, to ensure your success and to avoid the

disappointment of failure, you try every possible way to get even 1 extra mark. Join some good coaching. In addition, you should join my course and it will help you u get maximum benefit from your hard work/coaching Read Faster to Revise Faster

Everyone can learn to read and understand 300, 500 or more words per minute. But, many of us read only about 100 words per minute. My course will teach you "Finger Technique" to prove in 60 minutes that you can double your reading speed.

The best use of reading faster is not to study new

chapters for the first time, but to revise again and again quickly so that you can remember more in less time

#### What STUDENTS and Others Say

More than 58,700 students are already benefiting from this powerful result-oriented course. Here is what some of them say:

"Your course helped me to win GOLD MEDAL in

- "Your course helped me to win GOLD MEDAL in AMIE exam It has been of immense help to me "— Harsh Vardhan Khanna, Gund "I tonped DAV College Chandigarh I increased my reading speed from 303 to 1000 words per minute.
   Sangwey Dutt, Panchalle Haryana "Very useful for my BSc and ICWA exams. Within a single day, I increased my reading speed from 275 to 455 words per minute" S Jayaprakash, Medias, 1% is am very happy to inform you that my son Ravi Anand increased his reading speed from 228 to surprisingly high 1818 words per minute. Thank you for your course."

   Di M L Singh, MS. Eve Surgeon Péhet.
- Your course." Dr M L Singh, MS, Eye Surgeon Pales "It was very beneficial for my IAS exam." Ramkant Dalahrt, Gorakhpur UF
- "Unbelievably, I improved my reading speed from 75 to 200 words per minute. My son (in class 4) improved his memory. He also improved his reading speed from 45 to 100." Prof M Bhatiagai, PhD. Formerly in US My parents are very happy. I had never before got distinction, but now I got 78%-in Maths and 80% in

#### **New to Improve Your Memory Quickly**

You will learn many easy techniques to improve your memory in this course. Two are:

ique 1: The brain has two memory stores short-term and long-term. Research shows that without revision, after 24 hours we remember only 18%. After month only 5%. It clearly shows that we must revise But, most students do not revise systematically, so much of their hard work is wasted. I teach you the powerful achniques "Systematic Revision" and "Daily Routine"

so that you can revise and remember more in less time. Technique 2: Scientific research has proved that for better memory, we should take rest and not study continuously for hours. You will learn my technique b Rest Routine" to get maximum benefit from the rest This technique quickly relaxes you, changes your brain

# This technique quickly relaxes you, changes your brain waves, and puts you in a "learning state" for success. 2 Pewerful Chapters & 3 Bonus Sections 1. Learn 2 Mind Power Study Techniques in One Hour And Quickly Improve Your Study Efficiency 2. Secrets of Gesting More Merks in Exams 2. Questions And Answers: This Knowledge Will Help You Greatly 4. How to Improve Your Memory in Surprisingly Easy Ways 5. Interview Techniques for Self-Confidence and Success

Can You Answer These 6 Questions

There is a possibility that you are making some serious mistakes in how you study, and may not be getting success to the best of your intelligence and ability. For example, do you know

For better memory, should you study early in mom-ing or late in night?

For better memory, should you read fast or slow? Should you study continuously or take rest?

 Do examiners give more marks if you write more? Which vitamins can help your brain to function bet-ter and to improve your IQ?

. For how many hours must you sleep?

. Is it good for your IQ to eat just before an exam? Even if you are making mistakes, do not worry. Most other students are also making these mistakes because schools & colleges do not teach about this nev research. I can help you to improve greatly now. Read this page fully now for your own benefit.

> New Ali India Memory Record Our student Rajiv Chaudhary set a emory record (Limca Book of Records) In interviews to newspapers he said, "The secrets of my newly developed memory are postal courses Mind Power Study

Techniques and Mind Power Music from the Mind Power Research Institute, Udalpur.\* Before pining our courses, he was an ordinary student and scored only 52.3% in High School Exem.

What Newspapers Say
"Simple, effective, practical techniques to improve
overall intelligence and mind power. Even average
student can easily understand."

- Times of in

\*\*Powerful, practical, easy. It will help all students, bank officials and others appearing for lest, exams and interviews. - Indian Banks' Assuciation Bull

"It has many techniques to increase your mind power quickly" - Anand Bezi

Techniques for Improving Memory, Concentration, & Intelligence How to Use Your Time in the Classroom for Success Mind Maps: A New Scientific Way to Take Memorable Notes Program Yourself for Success by Using the Power of Beliefs,

Inagination, and Neuro Linguistic Programming
Advanced Memory Techniques to Remember Long Sequences,
Spellings, and Difficult Things

11 Some Major Mistakes Of Exam Cays and How to Avoid Them 12 New Research in Brain Science Proves that You are More

Capable Than You Think Capable Inan rou Inim.

Now you get a new edition of this course so you also get free 3 bonus sections as my gift (value Rs 75 each).

Bonus Section 1. The Magic Of Your Eyas And Your Mind Bonus Section 2 How to Get Maximum Benefit From Your Professional Education Such As Engineering or Medical

Bonus Section 3: Success in Life Beyond School And College

#### What the Course Cannot Do

The course cannot make you a superman. Similarly,

it cannot make everyone a topper.

But with it, you will learn to study more efficiently than 90% of the students. You will see a good increase in your memory and concentration. Your effectiveness to read faster and learn faster will increase significantly. Your ability to study longer without getting tired (body or mind) and without feeling sleepy will increase.

So, your success in competitions will greatly increase

I Teach the Best from India & America

I combine the 5000-year old Indian technique: with the latest scientific discoveries in brain research, nutrition (food use), psychology (study of mind), and music in America and other countries. So, these techniques are very very effective--you benefit quickly.

Easy to Read and Benefit

If you can understand this paragraph, you will understand the course, 47 diagrams help you to understand easily. Do not worry even if you are weak in English. You will surely benefit from the course.

#### Toppers Are Not 2 Times Smarter. They Do Not Study 2 Times More. But.

Toppers are not 2 times smarter than you. Or, they do not study 2 times more than you. There are only 24 hours in a day. So, it is not possible to study much more than other students. Knowingly or unknowingly, toppers use more of their mind power.

Are you 100% sure you understand fully that you must get the course if you are really serious about success. Get the course. Do not wait. Do not delay.

B E, BITS Pilani M Tech, IIT Kharagpur NTSE scholar Rank 5 Raj School Board.

NVorid-famous author: I published 3 computer books in USA including best selling "M\$-DOS Mesters." Earned 50 dollars per HOUR in USA as computer expert and writer. At the peak of success, I left USA to do something in our own country. Now, I do research at the Mind Power Research Institute.

Learnt French, Sanskrit, Karate, Breaking wooden board by hand, many Meditations, etc.

Was a member of "Society for Accelerated Learning & Teaching, USA".

#### I Lost a Big Chance. But You Should Not.

I am asking you not to delay because I myself made this deadly mistake once. For my IIT entrance, I wanted to order the best postal course to get success. The cost was Rs 350 Just like many students, I could pay the money. But I was not sure if the course would really give me success. After waiting for 3 months, I ord the course. The course was very good and it helped m? to get rank 1102. But I did not get admission to ectronics Engineering in 11T and I joined BITS Pilani. I lost a big chance because I waited and did not order immediately. You should not lose any chance.

# 60-Day, 100% Success GUARANTEE

If you are not fully 100% delighted and thrilled with my course code 805), simply return it so that it must reach us within 60 days of espetch from our office, and we send return of your amount (minus Rs 40 for post&handling) by MO No questions asker

Almost all students start to benefit quickly on the first day they get the course. And most benefit greatly within 1 or 2 weeks You also get a greency vister of "Bapna's Optical Illusium" Technique for Concentration". Even if you return the course for money back, please keep this amazing poster free as my gift to you. It is up to you now. You can turn this page as if you did not oven read it, or you can uscride to order this course to benefit from my hard work and success.

#### Mind Power Music for Faster Learning has music and sounds from nature (river, birds), it also has a

It has music and source from nature (niver, nows), it also has power full 'suburninal messages' to help you fearn faster Now a research paper, as part of Ph D work in the Department of Psychology, Sulhadie University, has academically proved that this music significantly helps in learning/creativity and that it is as effective as mind machines. Read details in the book Mind Technology.

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24. 25. 26. 27. 28. 29. 30.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतुनिन्छ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वरतुनिन्छ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस पेमर्स सामान्य ज्ञान - 100 प्रैक्टिस पेमर्स सामान्य हिन्दी - 2600 वरतुनिन्छ (बहु-वैकल्पिक) प्रश्नोत्तर	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/	6. 7. 1. 2. 3. 4. 5.	G.K. WORKBOOK Rs. 200- GENERAL MENTALABILITY Rs. 150-  VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL ADVERTISING MANAGEMENT FOR ALL	Re. 1 Re. 1 Re. Re. Re. Rs.	150/- 00/- 50/- 50/- 60/- 50/-
24. 25. 26. 27. 28. 29. 30.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 घरसुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रेक्टिस पेपर्स	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/	6. 7. 1. 2. 3.	G.K. WORKBOOK R9.200- GENERAL MENTALABILITY R9.1504- 13. STRONG S	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs.	150/- 50/- 50/- 60/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य ज्ञान - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य कृद्धि एवं तर्कशिक्त परीक्षण	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/ Rs. 200/	6. 7. 1. 2. 3. 4. 5. 6. 7.	G.K. WORKBOOK R9.200/GENERAL MENTALABILITY R9.180/GENERAL MENTALABILITY R9.180/GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL ACOMPUTERS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL INTERIOR DECORATION FOR ALL	Re. 1 Re. 1 Re. Re. Re. Re. Re.	150/- 50/- 50/- 60/- 50/- 40/-
24. 25. 26. 27. 28. 29. 30.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतुनिन्छ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वरतुनिन्छ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस पेमर्स सामान्य ज्ञान - 100 प्रैक्टिस पेमर्स सामान्य हिन्दी - 2600 वरतुनिन्छ (बहु-वैकल्पिक) प्रश्नोत्तर	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/	6. 7. 1. 2. 3. 4. 5. 6. 7.	G.K. WORKBOOK Rs. 200- GENERAL MENTALABILITY Rs. 150-  VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ACVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL	Re. 1 Re. 1 Re. Re. Re. Re. Re. Re.	150/- 50/- 50/- 50/- 50/- 50/- 40/- 50/-
24. 25. 26. 27. 28. 29. 30.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 8000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य हिन्दी - 2800 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - परं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/ Rs. 200/ Rs. 150/	6. 7. 1. 2. 3. 4. 5. 6. 7. 8.	G.K. WORKBOOK RS.200- GENERAL MENTALABILITY RS.150-  VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL	Re. 1 Re. 1 Re. Re. Re. Re. Re. Re.	150/- 00/- 50/- 50/- 60/- 50/- 40/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य ज्ञान - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य कृद्धि एवं तर्कशिक्त परीक्षण	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/ Rs. 200/ Rs. 150/	6. 7. 1. 2. 3. 4. 5. 6. 7. 9.	G.K. WORKBOOK Rs. 200/- GENERAL MENTAL ABILITY Rs. 180/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL INTERIOR DECORATION FOR ALL BEAUTY FOR ALL ACCOUNTANCY FOR ALL ACCOUNTANCY FOR ALL	Re. 1 Re. 1 Re. Re. Re. Re. Re. Re.	150/- 50/- 50/- 50/- 50/- 50/- 40/- 50/-
24. 25. 26. 27. 28. 29. 30. 31.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 8000 वरतुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य ज्ञान - 2600 वरतुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2600 वरतुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य कुद्ध एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित GUIDES FOR ALL COMPETITIVE EXA	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/ Rs. 200/ Rs. 150/	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9	G.K. WORKBOOK Rs. 200/- GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ACCURTISING MANAGEMENT FOR ALL ITRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200)	Re. 1 Re. 1 Re. Re. Re. Re. Re. Re. Re. Re.	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतृनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वरतृनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रेक्टिस पेपर्स सामान्य हिन्दी - 2600 वरतृनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2600 वरतृनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य चुद्धि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित GUIDES FOR ALL COMPETITIVE EXAS.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL)	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 200/ Rs. 150/	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9. 10.	G.K. WORKBOOK Rs. 200/- GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English)	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs. Rs. Rs. Rs.	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 8000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रेक्टिस पेपर्स सामान्य ज्ञान - 100 प्रेक्टिस पेपर्स सामान्य हिन्दी - 2800 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2800 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य बुद्धि एवं तर्कशिक्त परीक्षण वस्तुनिष्ठ अंकगणित  GUIDES FOR ALL COMPETITIVE EXA  S.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL)  S.S.C. COMBINED PRELIM EXAM. (MATRIC LEVEL)	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 200/ Rs. 150/ MS	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10 11	G.K. WORKBOOK Rs. 200/- GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ACCURTISING MANAGEMENT FOR ALL ITRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200)	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतृनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वरतृनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रेक्टिस पेपर्स सामान्य हिन्दी - 2600 वरतृनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2600 वरतृनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य चुद्धि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित GUIDES FOR ALL COMPETITIVE EXAS.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL)	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 200/ Rs. 150/	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10 11	G.K. WORKBOOK RS.200- GENERAL MENTAL ABILITY RS. 1501-  VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL INTERIOR DECORATION FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 25. 26. 27. 28. 30. 31. 32.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 8000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रेक्टिस पेपर्स सामान्य ज्ञान - 100 प्रेक्टिस पेपर्स सामान्य हिन्दी - 2800 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2800 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हुद्धि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित  GUIDES FOR ALL COMPETITIVE EXA  S.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL) S.S.C. COMBINED PRELIM EXAM. (MATRIC LEVEL) एस.एस.सी. संयुक्त प्रारंभिक परीक्षा (स्नातक स्तर के पर्वों के लिए)	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/ Rs. 180/ Rs. 180/ MS	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10. 11.	G.K. WORKBOOK Rs. 200/- GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ACCOMPLETE GUIDE TO JOURNALISM FOR ALL ACCOMPLETE GUIDE TO JOURNALISM FOR ALL ITRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE	Re. 1 Re. 1 Re. Re. Re. Re. Re. Re. Re. 1 Re. 1	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32. 1. 2. 3.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हुद्धि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित  GUIDES FOR ALL COMPETITIVE EXA  S.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL) S.S.C. COMBINED PRELIM EXAM. (MATRIC LEVEL) एस.एस.सी. संयुक्त प्रारंभिक परीक्षा (स्नातक स्तर के पर्यों के लिए) एस.एस.सी. संयुक्त प्रारंभिक परीक्षा (मैद्रिक स्तर के पर्यों के लिए)	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 200/ Rs. 150/ IMS Rs. 400/ Rs. 300/ Rs. 300/ Rs. 300/	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10 11 12 13 14	G.K. WORKBOOK Rs. 200/- GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS	Re. 1 Re. Re. Re. Re. Re. Re. Re. 1 Re. 1 Re. 1	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32. 1. 2. 3.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 8000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य हिन्दी - 2800 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2800 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हुद्धि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित  GUIDES FOR ALL COMPETITIVE EXA  S.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL) S.S.C. COMBINED PRELIM EXAM. (MATRIC LEVEL) एस.एस.सी. संयुक्त प्रारंभिक परीक्षा (स्नातक स्तर के पर्वों के लिए)	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/ Rs. 180/ Rs. 180/ MS	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10 11 12 13 14 15	G.K. WORKBOOK Rs. 200/- GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL COUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF GUOTATIONS	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs. Rs. 1 Rs. 1 Rs. 2 Rs. 1 Rs. 2	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32. 1. 2. 3.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतृनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वरतृनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रेक्टिस पेपर्स सामान्य हिन्दी - 2600 वरतृनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हुद्धि एवं तर्कशिक्त परीक्षण वस्तुनिष्ठ अंकगणित GUIDES FOR ALL COMPETITIVE EXA S.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL) S.S.C. COMBINED PRELIM EXAM. (MATRIC LEVEL) एत.एस.सी. संयुक्त प्रारंभिक परीक्षा (स्नातक स्तर के पर्वों के लिए) एस.एस.सी. संयुक्त प्रारंभिक परीक्षा (मेट्रिक स्तर के पर्वों के लिए) सामान्य अध्ययन - IAS और PCS परीक्षाओं के लिए	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/ Rs. 150/ MS Rs. 400/ Rs. 300/ Rs. 300/ Rs. 300/ Rs. 300/ Rs. 600/	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10 11 12 13 14 15 16	G.K. WORKBOOK Rs. 200/- GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL INTERIOR DECORATION FOR ALL INTERIOR DECORATION FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF GUOTATIONS MODEL LETTERS FOR ALL	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32. 1. 2. 3.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2600 वस्तुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हुद्धि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित  GUIDES FOR ALL COMPETITIVE EXA  S.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL) S.S.C. COMBINED PRELIM EXAM. (MATRIC LEVEL) एस.एस.सी. संयुक्त प्रारंभिक परीक्षा (स्नातक स्तर के पर्यों के लिए) एस.एस.सी. संयुक्त प्रारंभिक परीक्षा (मैद्रिक स्तर के पर्यों के लिए)	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/ Rs. 150/ MS Rs. 400/ Rs. 300/ Rs. 300/ Rs. 300/ Rs. 300/ Rs. 600/	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10 11 12 13 14 15 16 17	G.K. WORKBOOK Rs. 200/ GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ACOMPLETE GUIDE TO JOURNALISM FOR ALL ACOMPTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF GUOTATIONS MODEL LETTERS FOR ALL PARAGRAPH WRITING FOR ALL	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs. Rs. Rs. Rs. 1 Rs. 1 Rs. 2 Rs. 2 Rs. 2 Rs. 2	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32. 1. 2. 3. 4.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 8000 वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य ज्ञान - 2600 वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य कृदि एवं तर्कशक्ति परीक्षण वरतृतिष्ठ अंकगणित GUIDES FOR ALL COMPETITIVE EXAS.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL) S.S.C. COMBINED PRELIM EXAM. (MATRIC LEVEL) एत.एत.सी. संयुक्त प्रारंभिक परीक्षा (स्तात्क स्तर के पर्वों के लिए) एत.एत.सी. संयुक्त प्रारंभिक परीक्षा (सिद्रिक स्तर के पर्वों के लिए) सामान्य अध्ययन - IAS और PCS परीक्षाओं के लिए	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 200/ Rs. 150/ MS Rs. 400/ Rs. 300/ Rs. 300/ Rs. 600/ MS	1. 2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12. 13. 14. 15. 16. 17. 18.	G.K. WORKBOOK Rs. 200/- GENERAL MENTAL ABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISHING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ACCOUNTANCY FOR ALL COUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF GUOTATIONS MODEL LETTERS FOR ALL PRECIS WRITING FOR ALL	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	150/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32. 1. 2. 3. 4. 5.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रेक्टिस पेपर्स सामान्य हिन्दी - 2600 वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2600 वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हुद्धि एवं तर्कशिक्त परीक्षण वस्तुतिष्ठ अंकगणित GUIDES FOR ALL COMPETITIVE EXA S.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL) S.S.C. COMBINED PRELIM EXAM. (MATRIC LEVEL) एत.एस.सी. संयुक्त प्रारंभिक परीक्षा (स्नातक स्तर के पर्वों के लिए) एस.एस.सी. संयुक्त प्रारंभिक परीक्षा (स्विट्रक स्तर के पर्वों के लिए) सामान्य अध्ययन - IAS और PCS परीक्षाओं के लिए BOOKS FOR M.B.B.S./PMT ENT. EXA 5000 OBJECTIVE QUESTIONS ON BOTANY	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/ Rs. 150/ Rs. 300/ Rs. 300/ Rs. 300/ Rs. 600/ MS	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10 11 12 13 14 15 16 17 18 18 18 18 18 18 18 18 18 18 18 18 18	G.K. WORKBOOK Rs. 200/- GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF GUOTATIONS MODEL LETTERS FOR ALL PRECIS WRITING FOR ALL MODEL SCHOOL ESSAYS (For Metric & 10+2 classes)	Re. 1 1 2 Re. 1 1 2 Re. 1 1 2 Re. 1 1 2 Re.	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 26. 27. 28. 29. 30. 31. 32. 4. 4. 5.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य झान - 6000 वरतुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य झान - 100 प्रेक्टिस पेपसं सामान्य झान - 100 प्रेक्टिस पेपसं सामान्य झन्दि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित GUIDES FOR ALL COMPETITIVE EXA S.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL) एत.एस.सी. संयुक्त प्रारंभिक परीक्षा (स्नातक स्तर के पर्वो के लिए) एस.एस.सी. संयुक्त प्रारंभिक परीक्षा (स्नातक स्तर के पर्वो के लिए) एस.एस.सी. संयुक्त प्रारंभिक परीक्षा (सेट्रिक स्तर के पर्वो के लिए) सामान्य अध्ययन - IAS और PCS परीक्षाओं के लिए  BOOKS FOR M.B.B.S./PMT ENT. EXA 5000 OBJECTIVE QUESTIONS ON BOTANY	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 200/ Rs. 150/ MS Rs. 400/ Rs. 300/ Rs. 600/ MS Rs. 100/	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20	G.K. WORKBOOK Rs. 200/- GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF GUOTATIONS MODEL LETTERS FOR ALL PRECIS WRITING FOR ALL PRECIS WRITING FOR ALL COMMON ERRORS IN ENGLISH FOR ALL COMMON ERRORS IN ENG	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	150/- 00/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 25. 26. 27. 28. 29. 30. 31. 32. 1. 2. 3. 4. 5.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य झान - 8000 वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य झान - 100 प्रैक्टिस पेपर्स सामान्य झान - 100 प्रैक्टिस पेपर्स सामान्य झन - 2600 वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य इदि एवं तर्कशक्ति परीक्षण वस्तुतिष्ठ अंकगणित GUIDES FOR ALL COMPETITIVE EXA S.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL) S.S.C. COMBINED PRELIM EXAM. (MATRIC LEVEL) एत.एत.सी. संयुक्त प्रापंभिक परीक्षा (स्तात्क स्तर के पर्वों के लिए) एत.एत.सी. संयुक्त प्रापंभिक परीक्षा (स्तात्क स्तर के पर्वों के लिए) एत.एत.सी. संयुक्त प्रापंभिक परीक्षा (सिट्रैक स्तर के पर्वों के लिए) सामान्य अध्ययन - IAS और PCS परीक्षाजों के लिए  BOOKS FOR M.B.B.S./PMT ENT. EXA 5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSICS	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/ Rs. 150/ MS Rs. 400/ Rs. 300/ Rs. 300/ Rs. 500/ MS	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21.	G.K. WORKBOOK Rs. 200/- GENERAL MENTAL ABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ATOURISM FOR ALL ATOURISM FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL COUNTANCY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF GUOTATIONS MODEL LETTERS FOR ALL PARAGRAPH WRITING FOR ALL PARAGRAPH WRITING FOR ALL OMDOBL SCHOOL ESSAYS (For Matric & 10+2 classes) COMMON ERRORS IN ENGLISH FOR ALL COMPETITIVE EXAMS.	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 26. 27. 28. 29. 30. 31. 22. 3. 4. 5.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य झान - 6000 वरतुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य झान - 100 प्रेक्टिस पेपसं सामान्य झान - 100 प्रेक्टिस पेपसं सामान्य झन्दि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित GUIDES FOR ALL COMPETITIVE EXA S.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL) एत.एस.सी. संयुक्त प्रारंभिक परीक्षा (स्नातक स्तर के पर्वो के लिए) एस.एस.सी. संयुक्त प्रारंभिक परीक्षा (स्नातक स्तर के पर्वो के लिए) एस.एस.सी. संयुक्त प्रारंभिक परीक्षा (सेट्रिक स्तर के पर्वो के लिए) सामान्य अध्ययन - IAS और PCS परीक्षाओं के लिए  BOOKS FOR M.B.B.S./PMT ENT. EXA 5000 OBJECTIVE QUESTIONS ON BOTANY	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/ Rs. 150/ MS Rs. 400/ Rs. 300/ Rs. 300/ Rs. 500/ MS	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21.	G.K. WORKBOOK Rs. 200/- GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ITRAVEL & TOURISM FOR ALL INTERIOR DECORATION FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL OCCUNTANCY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF SYNONYMS & ANTONYMS MODEL LETTERS FOR ALL PARAGRAPH WRITING FOR ALL PRECIS WRITING FOR ALL MODEL SCHOOL ESSAYS (For Metric & 10+2 classes) COMMON ERRORS IN ENGLISH FOR ALL COMPETITIVE EXAMS. IDIOMS AND PHRASES FOR ALL COMPETITIVE EXAMS.	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 26. 27. 28. 29. 30. 31. 32. 4. 4. 5.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 6000 वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य ज्ञान - 100 प्रैक्टिस पेपर्स सामान्य हिन्दी - 2600 वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हिन्दी - 2600 वरतृतिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य हुद्धि एवं तर्कशिक्त परीक्षण वस्तुतिष्ठ अंकगणित GUIDES FOR ALL COMPETITIVE EXA S.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL) S.S.C. COMBINED PRELIM EXAM. (MATRIC LEVEL) एत.एस.सी. संयुक्त प्रारंभिक परीक्षा (स्नातक स्तर के पर्यों के लिए) एस.एस.सी. संयुक्त प्रारंभिक परीक्षा (स्विद्धक स्तर के पर्यों के लिए) सामान्य अध्ययन IAS और PCS परीक्षाओं के लिए EVA 5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSIC3 5000 OBJECTIVE QUESTIONS ON PHYSIC3 5000 OBJECTIVE QUESTIONS ON CHEMISTRY	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 60/ Rs. 150/ MS Rs. 400/ Rs. 300/ Rs. 300/ Rs. 500/ MS	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12. 13. 14. 15. 17. 18. 19. 20. 21. 22.	G.K. WORKBOOK Rs. 200/- GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF GUOTATIONS MODEL LETTERS FOR ALL PARAGRAPH WRITING FOR ALL PRECIS WRITING FOR ALL MODEL SCHOOL ESSAYS (For Matric & 10+2 classes) COMMON ERRORS IN ENGLISH FOR ALL EXAMS. IDIOMS AND PHRASES FOR ALL COMPETITIVE EXAMS. ARGUMENTATIVE QUESTIONS ON SOCIAL AND ECONOMIC PROBLEMS (Commining 300 Short Essays)	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 26. 27. 29. 30. 31. 22. 3. 4. 6.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य झान - 6000 वरतुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य झान - 100 प्रेक्टिस पेपसं सामान्य झान - 100 प्रेक्टिस पेपसं सामान्य झान - 100 प्रेक्टिस पेपसं सामान्य झुट्टि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित  GUIDES FOR ALL COMPETITIVE EXA  S.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL)  पत.एस.सी. संयुक्त प्रारंगिक परीक्षा (स्नातक स्तर के पर्वो के लिए) एस.एस.सी. संयुक्त प्रारंगिक परीक्षा (स्नातक स्तर के पर्वो के लिए) सामान्य अध्ययन - IAS और PCS परीक्षाओं के लिए  BOOKS FOR M.B.B.S./PMT ENT. EXA  5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSIC3 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE QUESTIONS ON CHEMISTRY	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 200/ Rs. 150/ Rs. 300/ Rs. 300/ Rs. 300/ Rs. 600/ MS	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10. 11. 12. 13. 14. 15. 17. 18. 19. 20. 21. 22.	G.K. WORKBOOK Rs. 200/- GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL PUBLIC RELATIONS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ADVERTISING MANAGEMENT FOR ALL INTERIOR DECORATION FOR ALL PAINTING FOR ALL BEAUTY FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL COMPETITIVE EXAMS WORD POWER IMPROVEMENT COURSE DICTIONARY OF GUOTATIONS MODEL LETTERS FOR ALL PARAGRAPH WRITING FOR ALL PRECIS WRITING FOR ALL MODEL SCHOOL ESSAYS (For Matric & 10+2 classes) COMMON ERRORS IN ENGLISH FOR ALL EXAMS. IDIOMS AND PHRASES FOR ALL COMPETITIVE EXAMS. ARGUMENTATIVE QUESTIONS ON SOCIAL AND ECONOMIC PROBLEMS (Commining 300 Short Essays)	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
24. 26. 27. 29. 30. 31. 2. 3. 4. 5.	1800 OBJECTIVE QUESTIONS ON INDIAN CONSTITUTION 2000 OBJECTIVE TYPE QUESTIONS ON GEOGRAPHY CURRENT AFFAIRS FOR ALL TEST OF CLERICAL APTITUDE भारत का संविधान-वरतुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य झान - 6000 वरतुनिष्ठ (बहु-वैकल्पिक) प्रश्नोत्तर सामान्य झान - 100 प्रेक्टिस पेपसं सामान्य झान - 100 प्रेक्टिस पेपसं सामान्य झान - 100 प्रेक्टिस पेपसं सामान्य झुट्टि एवं तर्कशक्ति परीक्षण वस्तुनिष्ठ अंकगणित  GUIDES FOR ALL COMPETITIVE EXA  S.S.C. COMBINED PRELIM EXAM. (GRADUATE LEVEL)  S.S.C. COMBINED PRELIM EXAM. (MATRIC LEVEL)  एत.एस.सी. संयुक्त प्रारंगिक परीक्षा (स्नातक स्तर के पर्वो के लिए) एस.एस.सी. संयुक्त प्रारंगिक परीक्षा (स्वातक स्तर के पर्वो के लिए) सामान्य अध्ययन - IAS और PCS परीक्षाओं के लिए  BOOKS FOR M.B.B.S./PMT ENT. EXA  5000 OBJECTIVE QUESTIONS ON BOTANY 5000 OBJECTIVE QUESTIONS ON PHYSIC3 5000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE QUESTIONS ON CHEMISTRY 20,000 OBJECTIVE TYPE EXPECTED QUESTIONS FOR MEDICAL COLLEGES ENTRANCE EXAM. (Question Bank)	Rs. 60/ Rs. 60/ Rs. 50/ Rs. 160/ Rs. 140/ Rs. 200/ Rs. 150/ MS Rs. 400/ Rs. 300/ Rs. 300/ Rs. 600/ MS Rs. 100/ Rs. 100/ Rs. 100/ Rs. 100/ Rs. 100/ Rs. 100/ Rs. 100/	6. 7. 1. 2. 3. 4. 5. 6. 7. 8. 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24	G.K. WORKBOOK Rs. 200/- GENERAL MENTALABILITY Rs. 150/- VALUABLE GENERAL BOOKS FOR ALL PRINCIPLES OF MANAGEMENT FOR ALL COMPUTERS FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL A COMPLETE GUIDE TO JOURNALISM FOR ALL ACTUAL A TOURISM FOR ALL INTERIOR DECORATION FOR ALL BEAUTY FOR ALL ENGLISH CONVERSATION COURSE (Containing 200 English Conversations On Various Topics in English) ENGLISH VOCABULARY FOR ALL OCTIONARY OF SYNONYMS & ANTONYMS DICTIONARY OF GUITATIONS MODEL LETTERS FOR ALL PARAGRAPH WRITING FOR ALL PRECIS WRITING FOR ALL MODEL SCHOOL ESSAYS (For Matric & 10+2 classes) COMMON ERRORS IN ENGLISH FOR ALL EXAMS. IDIOMS AND PHRASES FOR ALL COMPETITIVE EXAMS. ARGUMENTATIVE QUESTIONS ON SOCIAL AND ECONOMIC PROBLEMS (Containing 300 Short Essays) DICTIONARY OF SCIENCE FOR ALL COMPETITIVE EXAMS.	Rs. 1 Rs. 1 Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs. Rs.	150/- 50/- 50/- 50/- 50/- 50/- 50/- 50/-
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Kunai Kumar (6th Rank): IAS Toppers Talk To You

# Planned And Single-minded Approach: Key To Success

Kunal Kumar (23) achieved the 6th position among the successful candidates of the Civil Services Examination, 1999.

He has done B.E. (Electrical Engineering) from University of Roorkee.

We publish below an exclusive interview he gave to Competition Success Review.

CSR: What is the secret of your success in the Civil Services Examination?

Kunal Kumar: Consistent hardwork with a planned and single-minded approach, support of my family and encouragement by friends.

Q. How much time do you think one requires for serious preparation for this examination?

A. At least 1 year of dedicated hard work.

Q. Which journals and newspapers have you been reading for the General Knowledge and other papers?

A. Competition Success Review, General knowledge Today, Frontline, Mainstream, The Hindu, The Economic Times.

Q. What is your impression of the Interview Board?

A. The Interview Board was generally very cordial. They asked me both fact-based and opinion-based questions in a subtle way. They are co-operative and encourage you when you are answering properly.

Q. What is your advice to the future aspirants?

A. Candidates need to be single-minded before they start preparations. The Civil Services Examination requires planned and consistent effort. Motivation levels should be high during preparation.

Q. Competition Success Review, the largest selling youth magazine in English,

A. ...it offers wide-ranging information with accuracy. It publishes interviews of toppers which are encouraging and provides valuable advice. Overall, it provides several categories of information for various exams.

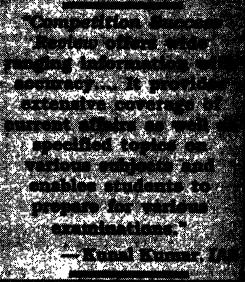
Q. What prompted you to choose Civil Services as your career?

A. Diversity of job options; challenge and responsibility involved and a desire to serve the people. The Civil Services play a crucial role in a developing country like ours. An IAS officer can contribute to improve the socio-economic condition of the country.

Q. How did your parents, family and friends contribute to your success?

A. My parents encouraged me and did not let me feel the responsibilities of home as I was the eldest of my brothers and sisters. My friends kept me motivated and helped to cope with the pressure of the long reparation.

Q. Had you not been selected in the vil Services Examination, what would have been your reaction? Which other service/career would you have gone in/opted for?



A. I would have been disappointed but would have understood that I had to work harder. I could have gone abroad for higher studies.

Q. How would you visualise your success?

A. When I started preparing, I was sure that this is the one attempt that I wanted to take and hence I prepared in a motivated and single-minded way. I consider it the crowning glory of my academic career.

Q. What were your Optionals for the Civil Services Examination ?

A. Electrical Engineering for the Prelims and Maths and Electrical Engineering for the Mains.

Q. What was your criterion for the selection of Optional subjects?

A. Electrical Engineering was my subject at the graduation level and I was fairly comfortable with it. I chose Maths as my second Optional because I had interest in it and knew that it was scoring. Besides, I was in touch with Maths during my Engineering Course.

Q. How did you prepare for your Compulsory papers?

A. It was a combination of extensive study to start with and intensive study when the examination neared. I divided my time between various subjects and prepared a list of important topics by consulting past years' papers and the prescribed course.

Q. Competition Success Review is the largest-read youth magazine in English. How do you visualise the role of this magazine in moulding the careers of the youth?

A. Competition Success Review provides good, extensive coverage of current affairs as well as specified topics on various subjects. It enables students to prepare for

various examinations by providing valuable wide-ranging information.

Q. How did Competition Success Review help you in your preparation for the interview?

A. The interviews of IAS toppers inspired me to perform my best. Besides, it provided valuable information on various subjects and extensively covered current affairs which is crucial for this examination.

Q. What is your opinion about Competition Success Review?

A. CSR is a very useful general knowledge magazine which provides extensive coverage of topics which are useful in various examinations.

Q. What is your opinion about General Knowledge Today?

A. General Knowledge Today is a very good abridged compendium of information about current affairs. It is very useful for various competitions.

Q. What do you think is the better way of preparation between selective, intensive study and wide, extensive study?

A. A combination of both is required. Initially, depending on the subjects, one should go in for extensive study and narrow down to important topics as the exam approaches.

Q. Is the pattern of the examination appropriate for selection? Would you recommend any improvement?

A. The pattern of the examination is appropriate. The duration can be shortened and fixed dates for announcement of results can be helpful at all stages.

Q. Do you feel that there should be no restriction on the number of attempts?

A. No, there should be restriction on it. The maximum age limit should be brought down to previous limit of 28 years.

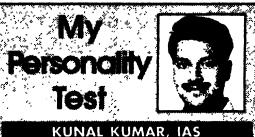
# Focus On Economic Issues

I had done well in my written examinations, so I was expecting the interview call. But, due to it being my first aftempt, I was feeling very nervous and uncertain about the result and therefore, was

very happy to know of my selection.

I had more than a month's time, after the Mains results, for my interview. Initially, I spent some time in collecting relevant information from various sources required to prepare for the interview. Then, I along with a few of my friends who had also received interview calls, prepared a list of important topics to divide them among us and cover them all through group discussions at regular intervals. We had regular mock sessions. Besides this, I was regularly following newspapers and read current affairs magazines as much as possible.

I dressed up in a light blue shirt, grey trousers and a matching tie. My name was fourth on the list, so I got about one and a half hour's time during which I

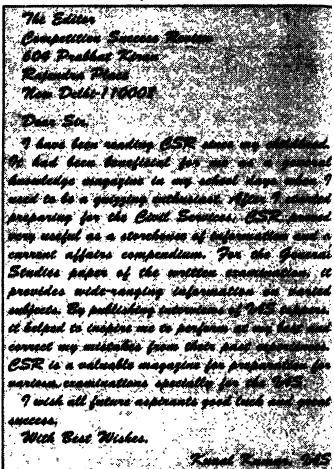


chatted with my fellow candidates. When I entered the interview room, I politely wished the Board Members. When the Chairman asked me to sit down, I sat down in an upright yet comfortable manner.

The Chairman asked me the first question about the budget and the meaning of fiscal deficit. Then, the other members asked me about subsidies, impact of WTO on India, the issue of large vs small dams, recommendations of the Pay Commission, Telecom Policy. The Chairman in between asked me about Power Policy, Restructuring of SEBs, steps to solve problems in the power sector etc. I was asked ticklish questions on the North Eastern States and Sanskrit as a national language. Questions were asked on my hobbies and extra-curricular activities, about India's chances in the World Cup etc. As the last question, the Chairman asked me about President of India Gold Medal which I had bagged at University. When I was asked to leave the interview board, I felt as if it ended very abruptly. However, though I was not satisfied with my answers to a few questions, I thought that overall it was a good interview.

# A Storehouse Of Information

We are pleased to publish here a letter from Mr. Kunal Kumar, IAS Topper 1999 (6th Rank) and wig our readers a similar splendid success.



#### Wasted Two Months Until Prelims Results Declared

In the initial stages of my preparation, I tended to make extensive notes on topics in General Studies paper which I realised later on, was a wastage of time to some

extent. The mistake, which I regret the most is that after the Prelims, I wasted nearly two months with virtually no studies till the results were declared. I now realise that singleminded candidates

My Biggest Mistake



KUNAL KUMAR, IAS

should not waste the crucial time waiting for the results. In Mathematics, I spent lot of time on the first question that I got stuck up with. Thus, I was under pressure because of which not only I had to rush through the other questions but I ended up making a lot of silly mistakes. In the Maths papers, I feel one should never spend so much time on a

particular question as it detriments one's chances in the remaining paper. During my preparation for the Mains exams, I failed to cover certain topics in my Optional subjects because

of shortage of time as I had already wasted nearly two months after my Prelims. This could have proved crucial to my chances of success.

#### **Bio Data**

- ☐ Name: Kunal Kumar
- D Educational Qualifications
  B.E. (Electrical Engineering)
- School: Delhi Public School, Ranch and Birla Vidya Mandir, Nainital.
- ☐ College: University of Roorkee.
- Any Award, Gold Medal an Scholarship Won: President of Indi Gold Medal for best all-rounder studer of University of Roorkee.
- Earlier Selections: C-DoT (Centre for Development of Telematics. M. Telematics. M. Telematics. M. Telematics. M. Telematics.
- ☐ Experience : No Experience
- Published Works : Articles in the School and University Magazines.

Better Your English

"Can you tell me something about yourself?" the interviewer asked Mr. Narang.

"Well sir, I have completed my M.Com in '95", began Mr. Narang.

The interviewer raised his brows apparently not satisfied with the grammar of Mr. Narang, a post graduate in commerce.

What is wrong with Mr. Narang's sentence "I have completed my M.Com in '95".

Let's look at it.

Sentences that begin with 'I have', 'He has' are actually present perfect tense sentences. In such sentences, we do not use a time element in past like 'in '95', 'yesterday', 'last year' etc.

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# Indian National Movement

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### Demand For Complete Independence

The period from 1929 to 1939 marks an important stage in the political and constitutional history of India. The Congress moved from Dominion Status demand to Complete Independence in 1929. January 26 became the day for national oath to fight for Complete Independence. Later, it was on this day in 1950 that India adopted her new Constitution and proclaimed itself a "Sovereign Democratic Republic". Mahatma Gandhi led two satyagraha movements in 1930 and 1932. The "Gandhian alchemy" was again at work. Young and old, women and children, joined in the pilgrimage to the shrine of complete freedom. The Congress Socialist Party was formed. Bhagat Sach and his associates were hanged. India became militant. The communist leaders were arrested. But the Left movement grew and began to play an important role in the nationalist movement.

The British Government declared in 1929 that Dominion Status was the goal of its policy in India. The Simon Commission submitted its report and the Round Table Conference was called for. The Meerut Conspiracy Case was started to curb communist activities. Mahatma Gandhi was arrested. The "Communal Award" was followed by the Act of 1935, maugurated, however, on the first of April 1937. It was a "Charter of Slavery" for India. India remained irreconciled. The Congress fought elections and got majority in most of the privinces. It came to power in eight out of 11 British provinces. The rebels became rulers. This proved that Indians could be politicians and agitators as well as good and efficient administrators. Communalists again became active and assertive. They opposed and fought against the Congress Government though they never raised a finger against the British Raj. They celebrated "Deliverance Day" when the Congress resigned from Ministries to vindicate the national honour in protest against the unilateral act of the British Government to make India a party to war without consulting political leaders of India and Indian representatives in the Central Legislative Assembly or in the Provincial Assemblies. The communalists openly came forward with their demand for partition of country. Hindu Mahasabha gave the slogan of separate Hindustan in 1937 and Mohammad Ali Jinnah placed his demand for Pakistan a year later. The stage was thus set for the partition of India.

It was now that the principle of federation

was accepted. The rulers of Indian States agreed to join one unified India. The broad outlines of the Constitution of free India began taking shape. The Indian industry was growing. The Indian capitalists and working classes were taking their positions. The national movement was having three postures—the Right, the Left and the middle of the road. Yet, all were joining hands to fight for independence. All were demanding a Constituent Assembly to frame India's Constitution. Only Hindu communalists struck a discordant note; they asked the King-Emperor to frame India's Constitution.

#### Complete Independence Resolution

The Congress gave an ultimatum to the British Government in 1928 that it should take steps to actualise Dominion Status by December 31, 1929, failing which it would demand "Complete Independence". Lord Irwin, the then Governor-General of India, said clearly that the "Dominion Status" was the goal of British policy. No steps were taken to make it a reality. On the other hand, the Simon Commission was touring the country to make recommendations as to what further constitutional reforms be introduced towards that end. The Dominion Status was to be still a far distant goal. The British Government, also, on the recommendations of the Commission, announced the Round Table Conference of the Indian representatives and the representatives of the British Government to discuss what further constitutional steps could be taken and not how to actualise the Dominion Status.

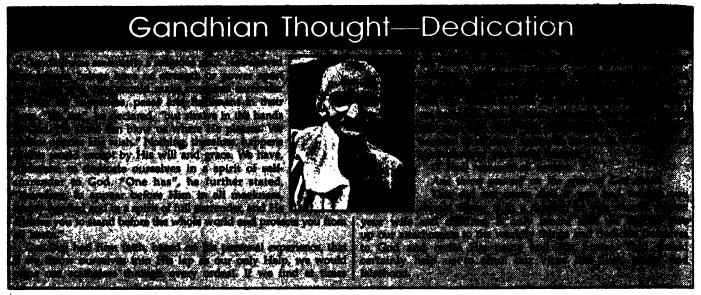
The Congress elected Mahatma Gandhi as the President of the Congress session of 1929. He stepped down in favour of Pandit Jawaharlal Nehru. In Gandhiji's words, "Pandit Nehru, although passionate and resolute in struggle, still possessed the reason of a statesman." His election was welcomed by all and sundry.

On the banks of Ravi in Lahore, under the presidentship of the "passionate and resolute" young Nehru, the Congress adopted the resolution on Complete Independence or Purna Swaraj. The resolution read:

"We believe that it is the inalienable right of the Indian people as of any other people, to have freedom and to enjoy the fruits of their toil and have the necessities of life so that they may have full opportunities of growth. We believe also that if any government deprives the people of these rights and oppresses them, the people have a further right to alter it or abolish it. The British Government in India has not only deprived the Indian people of their freedom but has based itself on the principle of exploitation of the masses, and has ruined India economically, politically, culturally and spiritually. We believe, therefore, that India must sever the British connection and attain Purna Swaraj or Complete Independence."

The resolution further laid down the methods to achieve the goal. "We recognise, however, that the most effective way of gaining our freedom is not through violence. We will, therefore, prepare ourselves by withdrawing, so far as we can, all voluntary association from the British Government and will prepare for civil disobedience including non-payment of taxes." January 26 was decided as the "Independence Day" when the nation pledged to fight for freedom to finish. The Independence Day was thus observed solemnly on January 26, 1930 all over the country, and people assembled and took the pledge for Complete Independence.

The people, thus, asserted their right to forgo all ties with the British raj in order to have full opportunities for growth. The Government viewed the defiance with contempt. There was bound to be a new confrontation between Gandhiji and the British Government. What would be its form and technique could be anybody's guess. Rabindranath Tagore, who met Gandhiji at Sabarmati Ashram on January 18, 1930, asked him as to what he proposed to do. His reply was, "I am furiously thinking night and day, and I do not see any light coming out of the surrounding darkness." The inner struggle in his mind went on for days and days. The answer he got finally was the finest fruit of his creative genius. It was so simple, yet so dramatic and so enchanting to everyone. It was to be salt, which he had given up as a part of his daily diet many years ago. Yet, it was so important to everyone—an essential ingredient of food. There could be no life without salt. Its manufacture was, however, Government's monopoly, which raised its price slightly by imposing a small tax upon it. Economically, the price rise or the tax was too insignificant, but it hit the poor people. That was the reason why Gandhiji decided to embark upon his struggle against



it. As Nehru wrote, "Salt suddenly become a mysterious word—a word of power." The salt satyagraha drew worldwide attention and invigorated the country's struggle for freedom.

Before embarking upon the salt satyagraha, Gandhiji published his eleven point demands depicting, inter alia, the evils of the British raj and wrote to the Viceroy on March 2, 1930 that if the Government accepted them, he would not resort to the Civil Disobedience Movement. He also asked for an interview with the Viceroy. These points touched on reduction of land revenue, prohibition, disbanding of the secret police, imposition of a protective tariff on foreign cloth, reservation of coastal traffic to Indian shipping, an amnesty for political prisoners and finally abolition of salt tax for the peasants and poor people.

#### Civil Disobedience of 1930

In February 1930, the All India Congress Committee called upon Gandhiji to lead the Civil Disobedience Movement. Mahatma Gandhi, along with 79 inmates of his Ashram, started his famous Dandi March on March 12, 1930 from Sabarmati Ashram. Dandi was a wayside village at a distance of 200 miles from Sabarmati. On April 6, he broke the salt law by picking up salt at the seashore. On April 9, 1930 the people were advised to manufacture salt in violation of government prohibition. The other items of the programme included picketing of liquor and foreign cloth shops, burning of foreign cloth, boycott of schools and colleges, resignation from government services, universal spinning, antiuntouchability and communal unity. The movement spread from town to town and from village to village. Thousands of men and women braved police lathis and courted arrest.

Such was the success of the movement that for some months Midnapore appeared to be beyond the reach of Bengal Government. For ten days, the writ of the British Government could not run in

Peshawar. The working classes set up for a week their own authority at Sholapur. The peasantry rose in revolt in many areas, especially in the United Provinces and withheld payment of land revenue. Those were great days—joyous and proud. At Peshawar, the 18 Royal Garhwal Rifles refused to fire on the crowd. From April 25 to May 4, Peshawar was in the hands of the people. It was "recaptured" by the government with the help of British forces and air squadrons. This heroism of Garhwalis will always live in the hearts of people and will always be cherished.

Gandhiji was arrested on May 5. He had become the "symbol of the people's unbending will to freedom." His arrest was followed by hartals and mass demonstrations all over the country. The most spectacular event occurred at Sholapur. For a week, the people of Sholapur established their own administration till May 12 when the Martial Law was declared.

The government let loose repression and terror. The Congress and all its organisations were declared illegal. According to government figures, 60,000 persons were sentenced for various terms of imprisonment during one year. Between April and July, firing was resorted to at 29 places, killing 103 persons and injuring another 426 persons. Jails were packed to capacity with satyagrahis. Repression failed. Lord Irwin frankly admitted the magnitude of this movement. He said in one of his speeches, "However emphatically we may condemn the Civil Disobedience Movement, we would, I am satisfied, make a profound mistake if we underestimate the genuine and powerful meaning of 'nationalism' which is today animating much of Indian thought."

#### Gandhi-Irwin Pact of 1931

While on the one hand the government was following a policy of repression, on the other it was eager for a compromise. Sir Tej Bahadur Sapru and Dr. Jayakar made attempts to bring the Congress and

the government nearer. They started negotiations. They interviewed the Viceroy and Gandhiji and other Congress leaders in jail. The government transferred Congress leaders like Jawaharlal Nehru, Vallabhbhai Patel, Sayed Mahmood and others to Yervada Jail to enable them to confer with Gandhiji. The negotiations failed. The First Round Table Conference was held without Congress being represented.

On January 26, 1931 Gandhiji and other members of the Congress Working Committee along with their wives were released. Negotiations for settlement began. On March 4, the Gandhi-Irwin Pact was signed. The struggle was previsionally

suspended.

Gandhiji agreed to forgo the demand for an inquiry into police atrocities in order to suspend civil disobedience and to participate in the Round Table Conference on the basis of three principles, that is, (1) the establishment of federation of India, (2) establishment of responsible government and (3) certain safeguards or reservation in India's interest for matters like defence, external affairs minorities and the financial credit of India. The pact was, in many respects, a disappointing one. None of the major demands of the movement was conceded by the government, not even the repeal of the Salt Tax. "Imperialism sought a treaty with Indian nationalism, but obviously on its own terms." Pandit Nehru commented, "Was it for this that our people had behaved so gallantly for a year? Were all your brave words and deeds to end in this?" The Gandhi-Irwin Pact was not liked by the people though it was endorsed by the Congress in 1931. The Congress leaders were greeted with black flags in Karachi. Youth and student conferences and organisations passed resolution after resolution denouncing the pact. Gandit faced hostile demonstrations when he left for London to attend the Second Round Table Conference as the sole official representative of the Congress.

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# Who...What...When...Where...Why

#### You Ask The Question — We Will Find The Answer

Who invented the stethoscope and when?

-Rishabh Abishek, Bhagal<del>p</del>ur (Bihar) In 1816, the French physician Rene Theophile Hyacinthe Laennec (1781-1826) introduced a perforated wooden cylinder which concentrated the sounds of air flowing in and out of the lungs, and described the sound which it revealed. The modern form of stethoscope, with flexible tubes connecting the earpieces to a circular piece placed against the chest, was developed later in the nineteenth

What do the following subjects deal with: Acoustics and Arboriculture?

-Gopal Chakraborthy, Calcutta (West Bengal) Acoustics pertains to the properties or qualities especially of a room or hall, etc., in transmitting sound. Arboriculture deals with the cultivation of trees and shrubs.

What is brain death?

-D. Mohana Rao, Ongole (Andhra Pradcsh)

Brain death means the irreversible brain damage causing the end of independent respiration, regarded as indicative of death.

What do we mean by nuclear winter?

> -Bhaskar Chakraborty, Calcutta (West Bengal)

Nuclear winter is a period of abnormal cold and darkness on the earth predicted to follow a nuclear war, due to an atmospheric layer of smoke and dust blocking the sun's rays. The idea of a nuclear winter, with extensive fires causing disastrous effects on the earth's ecosystem, was put forward by Carl Sagan and other American scientists in 1983. It remains controversial, although there is evidence for a similar (non-nuclear) catastrophe after an asteroid impact at the end of the Cretaceous period 65 millions years ago.

What is meant by 'buffer state'?

(Uttar Pradesh)

Hepatitis-B infection is acquired from blood and body fluids of an infected person, usually through sex or sharing injection needles. It can also be passed from mother to baby. Besides producing a severe, and sometimes, fatal liver condition, hepatitis-B (HB) is a major cause of liver cancer. Globally, at least 350 million are chronic carriers of the virus.

Nearly 40 million Indians carry the deadly hepatitis-B, (HBV), one fourth of whom will develop chronic liver disease. The virus is killing 2,00,000 Indians annually. All over the world including some Third World countries, vaccination against hepatitis-B has become a regular and successful feature.

What is meant by the term phototropism (in plants)?

—Deepak Mishra, Udhampur (Jammu & Kashmik) Phototropism refers to the tendency of a plant to bend or turn towards or away from a source of light.

What is Colosseum famous for?

–P.N. Sharma, Jaipur (Rajasthan)

The Colosseum was a giant theatre built around 70 AD. It was large enough to seat 50,000 viewers, and it was the scene of thousands of battles between gladiators, fights between men and animals, and other spectacles. At times, it was even flooded with water so that navies of gladiators could battle one another. Lightning, earthquakes, and vandalism have left it a ruin, but it still stands in Rome today.

Which country is the leading producer of mica?

–Manoj Sinha, Meerut (Uttar Pradesh) India is the world's leading producer of sheet mica and accounts for about 60 per cent of global mica trade. Important mica bearing

pegmatite occurs in Andhra Pradesh, Bihar, Gujarat, Haryana, Karnataka, Kerala, Maharashtra, Orissa, Rajasthan, Tamil Nadu and West Bengal.

• Which is the shortest war in history?

> –K.K. Duggal, Amritsar (Puniab)

The shortest war on record was that between the U.K. and Zanzibar (now part of Tanzania) from 9.02 to 9.40 a.m. on August 27, 1896. The U.K. battle fleet under Rear-Adm Harry Holdsworth Rawson (1843-1910) delivered an ultimatum to the self-appointed Sultan Sa'id Khalid to evacuate his palace and surrender. This was not forthcoming until after 38 minutes of bombardment.

Why is Japan called the "Land of the Rising Sun"?

—P.J. Barua, Shillong (Meghalayu

The title of "The Land of the Rising Sun"; is a form of Japan's indigenous name of Nippon, which literally means "sun origin". The allusion is to the geographical location of Japan with regard to China. The Japanese flag shows the sun's red disc on a white background.

 Which was the Indian film made by a director of international renoun that did not have a single woman in the cast?

–O.P. Reddy, Kurnool (Andhra Pradesh)

The Malayalam film, Mathilukal (Walls), based on a story by the well-known Malayalam writer, Vaikom Mohammed Basheer, did not have a single actress. The film released in 1990 was directed by Adoor Gopalakrishnan.

Which is the largest temple in the world?

—T.K. Ramanathan, Tirúchi (Tamil Nadi According to the Guiness Book of Records 1999, Angkor Wat ("City Temple") in Cambodia is the largest religious structure ever built, covering an area of 402 acres. The entire temple complex has a total area of 15 by 5 miles and consists of 72 major monuments, the construction of which began in AD 900.

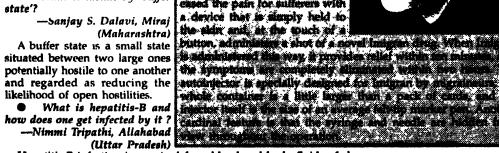
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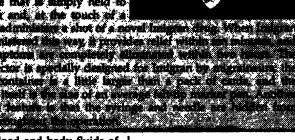
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disorder of the blood vessels. There are specially if used when
the first signs of an attack appear. Although there is a direct physical
cause for an attack, if is also certain that some of the trouble is
psychological temperary.

People with migrains are often What is migralise?

People with migrains are often rather anxious, striving and pertectionist. A psychological treatment helping the patient to cope up with his personal problem could mitigate migrains. The combination of a new drug

and a push-button autoinjector device has led to faster relief for migraine sulferess. A Londonbased pharmaceutical group has essed the pain for sufferers with





# PERSONAL FATIL - DESIGNED BY NILUFER PALIA

compedition success

# BARCODE CREATES LOW COST FASHION

graduated in chemistry, the one thing she knew for sure was that she did not want a nine to five job. She wanted her own business and worked out a deal with her brother to develop a niche market for

a specific product. "In those days, Indian women were paying a hefty price for facial bleach creams. "Jotan" was the best known brand but it was prohibitively expensive because it

came as a smuggled item. So I thought I would make a cream bleach specially suited to Indian women and I created Fem. It took the market by storm and my brother, who had obtained an American degree in management, returned to India to set up our factory in Nasik in Maharashtra. He took over the job of manufacturing and marketing the products I designed. Fem, with good advertising and marketing, became a very successful product soon. Today, it is the only brand of cream bleach which women trust and the turnover has grown so much that we set up Fem Care Pharma Pvt Ltd. as an umbrella company for other products. Today, this brand sponsors film shows on TV channels and advertises prolifically.







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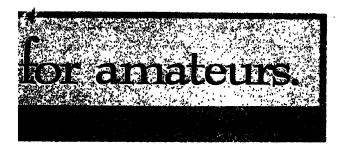
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When you care enough to send the very best

Benita Ramnathkar is essentially a sharp-witted business-woman. Starting with a company manufacturing cosmetics, she has gone on to set up a company to sell affordable western clothes to young women in college or at work...

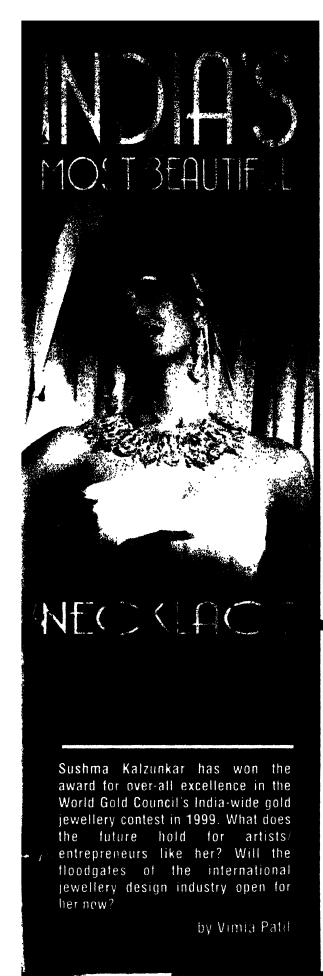
by Vimla Patil

"Over a period of time, we went into other bio products and developed a clone of the aloe vera plant to give us raw material for our skincare cream and shampoo range. Today, we have 150 acres of farmland in Nasik, where we grow aloe. We export the fried powder of its pulp to global markets. We make creams out of this plant and these are very popular, though our main product is still Fem cream bleach."

Recently, Sunita and her sister-in-law Meena Pophale set up a ready to wear clothes line called Barcode. "My sister-in-law had a business of making nighties and leisurewear. I persuaded her to join me and we set up a NIFT design team. Barcode sells middle price western outfits to college girls and young working women and has an outlet in Mumbai. Regular exhibitions are held in Ahmedabad, Chandigarh, Pune, Hyderabad, Chennai and Delhi. Catalogue sales are also possible and mail order channels are being set up. "I love western work clothes myself," says Sunita, "But I could never get a good size or fit in the western superstores because we Indian women have more rounded hips. I decided therefore to create my own line and Barcode is the result. We are already doing well. We plan to sell through our website and through virtual shopping stores on the internet.,"

Barcode clothes are made from imported fabrics like lycra, viscose, knits, georgettes, velvets and chiffons to give the clothes a special look and fall. The finishing elements like buttons, threads and zips are also imported. Prices range from Rs. 250 to Rs. 3500. Barcode is being positioned to reach a niche market as an International westernwear line for Indian women. The idea is to provide an Indianised version of clothes based on International fashion looks and styles which are currently available abroad.





ushma Kalzunkar is in a strange predicament. The designs for all her own bridal jewellery are ready on paper. But she does not yet know the name of her would-be bridegroom! However, that her wedding jewellery will be the best any woman can ever have is a forgone conclusion. Because the slim, attractive yet reticent young woman is the all India winner of the best overall excellence award for designing gold jewellery in this year's Swarnanjali awards contest instituted by the World Gold Council and sponsored by Anglo Gold, the world's largest gold mining company based in South Africa.

Sushma's prize-winning necklace, called Bride's Pride, weighs over 400 gms of 22 carat gold. It was inspired by the design of an intricate Japanese fan and made by joining several basic units of two varieties, through a linking rope-chain. The units can be reteamed variously to create combinations and permutations so that the necklace can be worn for casual, semi-formal and formal or festive occasions. The various units can be worn singly as pendants or earrings or brooches. Sushma's concept, which combines Indian and Japanese design motifs, is not only unique, but the fabricated piece is beautiful, multi-useful and made with an extraordinary dexterity of mind and hands.

How does a paper-drawn design get translated into an actual three dimensional piece of jewellery? "The designer, like an architect or engineer, has to give various elevations, views and sketches to the fabricator," says Sushma, "Also, the designer has to work closely with the fabricator till the piece takes its final shape. The kind of polish, wire-work, twist-work or dot-work each section of the jewellery item required are spelt out clearly in the design and so are the links, chains and clasp. The fabricator assigned to each short-listed contestant in this national event is also versatile, skilled and capable of translating the design into reality. Thus, the piece becomes a combination of the best design, best workmanship and the best presentation." Sushma's prize-winning necklace was made by Mumbai's well-known Danabhai Jewellers.

Sushma, who comes from the town of Guhagar in coastal Maharashtra, has no jeweller background in the family though the town of Guhagar is known for its community of expert generations of jeweller families. Her family is in the business of browing local liquor from coconut and toddy palms. As a student in Mumbai, Sushma completed a textile designing course at the Sophia Polytechnic and was offered a job as a jewellery designer at U.P. Zaveri & Co., a firm which exports gold jewellery from Mumbai's SEEPZ area. Later, she worked with Su-Raj Diamonds, Bentex Jewellery and lastly, graduated as a senior designer with L'azurde Jewellery of Saudi Arabia. "My present job involves designing for the Arab market, specially Saudi Arabia. We design the jewellery at the Mumbai studio. All items of jewellery are actually fabricated by Arab jewellers in the Gulf. Therefore, we, the team of designers here, have to design surfaces and polishes and use techniques and motifs which appeal to that clientele and find acceptance with the craftsmen in those countries. The jewellery is not sold here at all."

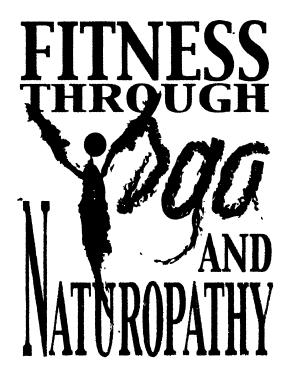
The Swarnanjali Award 1999 is not the first honour Sushma has won. Since 1996, she won the De Beers Bridal Wear jewellery

award. She won the De Beers Indian jewellery award in 1997 and casual wear award in 1998. She was a Swarnanjali finalist in 1996. This procession of awards and honours means that Sushma has an extraordinary talent for jewellery design. "I came from textile designing to jewellery designing because of the employers for whom I worked were looking for a fresh outlook on this art. Traditional jewellers stick to traditional designs and in the export market, there is a dire need for new concepts and new ideas. I could offer exactly what they needed because of my nonjewellery background. I think all the awards I have won are the magic key to my future career," she says, "Winning a national design award means there is now no further need to prove my credentials. Every major jeweller in the country will know my achievements and will be willing to offer me either an opportunity or a job!" Sushma has won a cash award of Rs. 100,000 together with a citation and a certificate for her triumph. But alas! Rs. 40,000 of this amount will be lost to the income tax department because of the current laws and regulations. "I was planning to make a similar necklace for myself for my wedding in a lesser weight from my prize money," Sushma says. She hopes that the taxman will not hack away at her prize. In the foreseeable future, she hopes to open her own design studio and consultancy service for designing jewellery.

Sushma's scintillating success has come at a time when India is riding a high wave of record gold purchases even in the present recessionary times. "In 1998," say World Gold Council sources, "Indians bought 815 tons of gold including some recycled gold. From 405.4 tons in 1993, India has reached the present phenomenal amount in just six years. It is indeed a 'poor rich' country which has the highest amount of gold in private possession in the whole world. No other country buys as much gold – not even the US which comes a poor second at 428.4 tons in 1998. Indians worship gold, hoard the precious metal, give or buy it during births, marriages, deaths, on festive days, muhurats and on every other possible occasion. Every Indian woman possesses gold as her Streedhan and this remains her absolute property in all circumstances. Gold is bought or exchanged in Indian homes for legal, religious, emotional, family and many other reasons. Though South Africa produces the largest amount of gold from its mines, India is undoubtedly the largest market in the world."

Soon, as another part of her prize, Sushma will leave for Paris to meet globally known famous designers, exchange ideas with them and see their work. Some day in the future, she may even win an international award. This will of course depend on the World Gold Council – a non-profit international institution which aims at standardising gold and identifying the markets – making Swarnanjali in a world-wide contest. "Then, with their talent and admirable enterprise, Indian designers can certainly go global," says Sushma, whose star will begin to rise when she returns from Europe to her job of designing exclusive jewellery for international markets.

ike all good Indians, Sachin Tendulkar, superstar of India's sport and celebrity world, made a statement giving the Almighty all credit for his fitness and ability to play world class cricket. Not so long ago, he was advised complete rest and consultations with top British doctors to check out the cause of his backache and the resulting inability to play in the Coca Cola Triangular matches in the Gulf. Sachin stayed in bed during these matches and surprised his admirers by notching up a century very soon after he was back on the crease to play. By May, he was in good shape and played the World Cup series.



Dr. Krishna Murari Modi, the leading osteopath of Mumbai, has other thoughts on the subject. An expert in the manipulation of the skeletal system and an authority on pain management, Dr. Modi has decades of experience behind him in treating patients with neck and back problems. "Back problems are unpredictable. Any one can have them. They have nothing to do with the general health or fitness of a person. Catches can happen when a person bends, slips, falls or stretches to touch something. Muscle pulls, backbone slips or shoulder joint problems are common at all ages. One of



# TIRED OF CORRUPT POLITICIANS!

you've had e ou...whether it OU can make the in be a force of chi



RCCKTI-IE CTE YOU HAVE AN OPINION. YOU ALSO HAVE A VOTE.



Dr. Krishna Murari Modi is a second generation pain expert. Son of the legendary naturopath Vithal Das Modi of Gorakhpur, U.P., he has much to say about celebrities with a back problem.

by Vimla Patil

the major modern cause of neck and back problems is also the urban stress and pressure faced by a busy or ambitious person in his daily lifestyle. Just trying to stay out of trouble and making it in the rat race is enough to wreck the health of a normal person. Sachin Tendulkar and his colleagues have been under stress for a long time now. With satellite TV covering all sports events, the spotlight has turned harshly on cricket, India's most popular game. Cricketers were always popular celebrities in India. But the scale has changed phenomenally today. A leading cricket player almost becomes a pawn in the hands of the media because of incredible public adulation. Every consumer product manufacturer is after the hero to endorse his product. The reporters hound him for interviews. The coach nags him for practice. His doctor demands that he rests. And of course, his family grumbles about his constant absence. So the man is in a perpetual spin and often succumbs to the pressure to be a winner in every field by acquiring a pain problem," he says, "Sachin has played more matches in the past three years than most players and the pressure on him is inhuman. There is no time to relax or rejuvenate."

Dr. Modi wrote to Sachin offering to cure his backache but did not hear from him. "I advise him – or for that matter anyone who has back problems – to give up mattresses or soft cushions. Sleeping on a flat wooden board or even the floor is healthier for

the spine which remains in its natural position on a hard surface. With a mattress, the spine bends in many wrong places and creates cramps and deterioration of bone structure over a period of time." Dr. Modi is a strong protagonist of yoga and yogic asanas. "These were designed by experienced yogis after great research. They relieve stress and correct physical ailments when practised regularly. Sachin should be a devoted yoga student and he will never have a back problem. He is reportedly well now but if he takes these two simple precautions, he will cure himself permanently."

Dr. Modi has treated some of India's best known celebrities for similar problems. Last year, he set up one of India's most modern health and rejuvenation centres and health resorts in the Sahyadri Hills in Karjat in Maharashtra. Dr. Modi is a qualified allopathic doctor and spent many years in England to study orthopaedic medicine. "I found that pain management cannot be done on a permanent basis with drugs or physiotherapy aids. So I went back to my father's approach and became an osteopath. This branch of medicine is not commonly recognised or taught in India because it is in the hands of indigenous 'bone-setters' or 'maalishmen' who are peoples' doctors but are unqualified according to the educational system of the country. But it is regarded as a great science in the west. My father, Vithal Das Modi is now 83 and still runs a 150 bed nature cure hospital in Gorakhpur, UP. He has cured thousands of patients. In my health resort in Karjat, entire families come to change their lifestyle, to eat right and correct their diet permanently, to be relieved of stress and pain and return with new vigour to their studies or work."

The resort is spread over 50 acres of lush land with sprawling gardens, a state-of-the-art health club, a beautiful restaurant and 42 air-conditioned cottages with all modern amenities. Through the work of the Indian and international experts who work at the resort, Dr. Modi hopes to create a wider awareness of a naturally rich lifestyle to combat pressure, stress and fatigue which are the three menacing evils of all modern, materialistic societies.

Actress Anu Agarwal (left) at Dr. Modi's Yoga Class.



CSR SPECIAL

### Interviews: How To Succeed

**Judy Skeats** 

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#### Promotion Interviews

All the other guidance on interviews applies to these too. Most of all you must show that you understand what the job you are applying for entails and not just that you are good at the tasks you currently perform. The promotion post may have entirely different responsibilities and emphases. If you have been preparing for this you may have had the chance to develop some of the necessary skills already, through training, coaching and skidance.

You may also wish to make the point that filling your current post will be easier for the organisation than filling this one if they deny it to you! This may be useful if you think that the employer intends to keep you where you are to avoid another problem. Make sure that you put this point tactfully and do not give the impression that you will leave in a huff if you do not get the job.

#### Interviews with people you know

Whether you are applying for a promotion or not, you may be faced with having to be interviewed by someone you already know. Do not assume that this will aturally go in your favour, however well you are known to and liked by the individual concerned. He/she may be bending over backwards not to show bias, or may be worried that if you are appointed and something then goes wrong, it will make life even more difficult and that superiors will say that they should have known. You may also have been given an interview because they do not have the courage to admit to you that they do not think you are ready for the next post yet. Just because you know the interviewer does not mean everything will be easier; it may be more difficult.

Try to think of all the negative things that the interviewer may consider. If you have had an appraisal of your work by its person before, check any criticisms that were made and make sure that you can show that you have changed or learned from those

Prepare even more thoroughly than normal. Do not assume that you will be

given easy questions or that your ability to do the job will be taken for granted. You must be very clear about your strengths and weaknesses. Don't think that it doesn't matter if you mention your weaknesses because the interviewer knows anyway. It does matter and you may bring up problems that he/she would otherwise have forgotten about.

Show that however well you know the interviewer, you will accept his/her decision gracefully, either way.

#### Second Interviews

You have got over the first hurdle. However, now you must prepare even more thoroughly for a second interview. You can assume that you are considered able to do the job but the organisation now wants to make a decision based on who will best fit in on the basis of personal qualities. This is your chance to show that you are a wonderful person to work with!

Find out about the format of the interview beforehand and ask who is to interview you. You may be passed on to a more senior person than the person you were interviewed by before. Find out all you can about them, their style and their background. If the interviewer is to be the same person as the last time, try to analyse what he/she thought before. Cast your mind back to any comments made by the interviewer which revealed that you surprised them, or whether you think that they disapproved of anything.

#### Medical Examinations

You should be advised beforehand if the organisation wishes you to undergo a medical check-up, but these are sometimes included in the interview process, particularly where the organisation has its own medical facilities. There is very little you can do to avoid this. Give in gracefully!

#### **BODY LANGUAGE**

This chapter includes hints about combating nervousness, how to behave and other 'incidentals' which you need to know. It also covers many of the 'non-verbal clues' you give the interviewer

simply through your body language. Many management training and interview courses now contain sections on body language and interpretation of it, so don't be tempted to lie or to act. If you lie but your body language gives you away, you will interfere with the clarity of your response and make the interviewer doubt you.

Interviewers want to see confident applicants, because this makes it easier for them to gather all the information they need. If you are too reserved or too arrogant this will just be irritating. The best applicants will demonstrate that they have initiative, can find solutions to problems and have the ability to pick out important details. They will demonstrate that through what they say, how they say it and by having a confident, self-assured style. It is your job to be like that.

#### Combating interview nerves

The vast majority of interview candidates are nervous. This is perfectly normal. However, if interview nerves reduce you to a shivering jelly and leave you unable to think coherently, you need to be able to minimise the effects.

The preparation you have already done should give you confidence. You know about the job and about the company. You have found out about the selection techniques and know how to get to the interview and what to expect when you get there. Your next step is to practise the interview with a friend and try out what you are going to say. Be prepared for all the 'nasty' questions and make sure that you are satisfied with the way you sound. If you can't find a friend to help you, use a tape recorder. Don't be put off if you think you sound awful. Recordings from tape recorders seldom sound as good as you'd hoped. Don't be put off by thinking your voice doesn't really sound like that. Listen for the intonation. Listen to the recordings as if it was someone else. See if the voice sounds interested and convincing. If you can't get this right at first, don't despair. The whole point of doing this is to practise until you achieve your desired

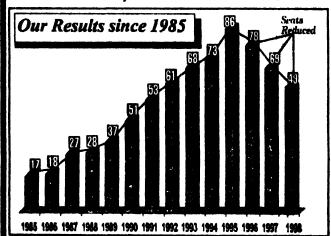


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Whether you are practising with a friend or with a tape recorder, do not use a script. Although you may have an idea of what you are going to say, don't stick to exactly the same words each time—it's not a recital. Each time if you manage to say the same thing but in different words, you will increase your confidence whilst keeping the element of spontaneity.

Make sure that you know exactly how to get to the interview and have left enough time for the journey, otherwise you will increase your own anxiety. Also make sure that you arrive in time to go to the toilet before your interview begins if you are likely to be nervous beforehand.

Be positive about yourself. You have been invited to an interview because you are a good candidate. The interviewer has seen your application and has been impressed. Remain calm, be enthusiastic about the job and realistic about your strengths and weaknesses. Your self-assessment will pay off. You know that you are suited to this job. The worst that will happen is that you will look foolish and not get the job. Put this into perspective. It may be embarrassing at the time, but that is all.

If you are afraid that feeling nervous will make you look nervous, don't worry. The interviewer will be doing his/her best to put you at ease when you arrive. Most candidates look a bit nervous-interviewers are very used to that. If you are liable to be very nervous, try walking around before the interview to use up some of the adrenaline. Breathe deeply. If you are worried that your hands will be sweating because of your nervousness, don't shake hands if the interviewer doesn't offer to, and remember that it usually seems worse than it is. If your hands are liable to shake, don't have a cup of tea, then you won't have to worry about spilling it. Slow down, which often helps to reduce your own nervousness, make your actions deliberate and try to look calm. If you have ever done any public speaking, remember the techniques that you were taught for that. These are usually very good for helping you to combat nervousness. Listen to yourself and try to guard against talking too much or too fast (if you have done the practice, this will really pay off).

Appearance

There are 10ts of things which can usually be said about appearance; however, the most important is that you should avoid extremes and wear something which you feel comfortable in.

Your clothes should be clean and neat, tidy and conservative. If you have studied the organisational culture, you should feel that you fit in with the others in the company and that you do not stand out unduly. Men should wear a suit, women may be wise to stick to a suit or at least to wear a dress or skirt rather than trousers. Women should also wear tights or stockings unless it is very hot. If you have stood outside the gates as employees leave, you should dress slightly more smartly than the people you saw as it is better to try to look better than normal for the interview (and most people have only so many 'best' clothes!). Your shoes should also be clean, as many people do still look at these. Don't wear sandals.

Choosing an interview 'uniform' may not help. If you have been turned down for a couple of jobs, you may begin to associate those clothes with failure. Also, if you have several interviews for the same post, don't wear the same clothes each time. Avoid clutter both in your clothing and in the things you take with you. Don't wear lots of jangling jewellery as this will put the interviewer off.

Try to make sure that your colours are relatively conservative. If you are colour-blind, ask a friend who isn't, to give you an opinion. Don't wear blue shoes with a brown suit or vice versa. Don't wear loud colours or ostentatious clothing. First impressions can be very powerful and brash colours may seem aggressive! Women should not wear low necklines and very short or see-through skirts.

You should be freshly washed and have clean fingernails, use a deodorant (particularly if you suffer from interview nerves) and a

mouthwesh. If you know that you perspire in interviews, try not to wear clothing that is tight under the arms and that will mark. Do not go into the interview room amelling of alcohol, tobacco or garlic. If you use perfume or aftershave, make sure this is not overpowering or intrusive. Fragrances are very personal; however much you like that perfume/aftershave, it should not go ahead of

Your hair and beard or moustache should also be neat. No satter how neat your clothes, you can ruin the whole appearance with unkempt, untidy locks.

#### Entering the interview room

Once you are invited into the interview room, the first impressions you make will be hard to shift. As already mentioned, studies have shown that interviewers can make up their minds within the first four minutes of the interview (that is not to say that they do not change their opinions, but you will have to work harder in order to make them do so).

Take a deep breath, calm yourself and enter the interview room slowly and serenely. Don't poke your head around the door timidly to see if they are ready as this shows your lack of confidence. You do not want to give the impression that you are apologising for disturbing the interviewer. Walk over to the chair, shake hands if the interviewer proffers his/her hand and sit down. (The candidate should not normally initiate the handshake but should be ready to respond).

Your handshake should be firm, but not gripping or domineering. It is supposed to be a gesture of friendliness. It should make Acontact with the interviewer, without being limp or seeming as if you are trying to keep your hand in his/hers for as little time as possible. Don't hold on to the interviewer's hand for too long or you will appear overfamiliar. Smile at the interviewer and look him/her in the eye as you shake hands. Don't give the interviewer a toothy grin though! Don't shake hands looking downwards or you will seem 'shifty'. You should seem self-assured rather than

When you sit down, don't slouch. If you carry a handbag, do not put this on the interviewer's desk (despite what you may have been told, this will irritate rather than intimidate the interviewer) or on to your lap, crouching defensively over it. Place it neatly on the floor beside you (preferably where anyone bringing you tea or coffee into the interview room will not trip over it).

Remember to take time to make yourself comfortable, particularly if you are nervous, without talking all day. Keep your pctions deliberate. Look around the office if that makes you feel more relaxed. Establish eye contact with your interviewer(s). Take a deep breath, pause and be ready to listen to the interviewer, who will talk first. Usually the interviewer will introduce him/ herself. In a panel situation, the Chair will introduce the other members of the panel.

Don't chatter instantly just because you are nervous. The interviewer will set the pace and style of your discussion, and at least at first, you should take your lead from him/her. Remember that the interviewer wants you to do well, to solve his/her problems and make life easier. No interviewer will be deliberately 'out to get you'.

· When the interviewer begins the small talk to help to relax you, don't give long-winded descriptions of your travelling arrangements or attempt to hold a full-blown discussion on how the weather compares with this time last year, etc. This kind of question is only to help you settle in-don't take it too seriously.

Don't smoke at all if you can avoid it, but certainly not until Tyou are invited to do so. Increasingly, offices are becoming no smoking areas and people are more aware of the possible health problems of passive smoking. Don't chew gum or eat sweets either.

(To be continued)

# Postal Covi

JRF/LECTURESHIP

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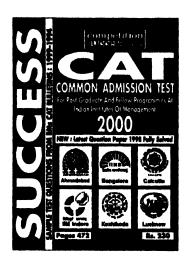
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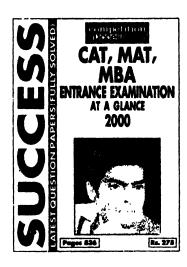
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# Facing The Interview Board

(Right Approach)

### The Candidate

Ranjit Kumar Chhabra is a round faced, fair complexioned young man of good height. With his 5' 11" height and lean build, he looks even taller than he really is. With his smiling face and friendly eyes, he appears to be quite lively, pleasant and cheerful. From his dress and grooming, one can readily conclude that the candidate has taken good care to present himself in a favourable light at the interview. His dark grey suit is well tailored and pressed. It fits him nicely, thus enhancing his smart appearance. His light blue polyester shirt and deep blue tie with white dots on it go well with his suit. His black shoes are well polished, finger nails clean, moustaches smartly trimmed and his long, thick hair on the head properly shampooed and combed. He arrives at the UPSC building in an auto, avoiding the crowded bus journey which could have left his dress crumpled or even torn. He reaches the venue about an hour before the time scheduled for his interview in order to fill in the form and complete the formalities at the reception counter in good time and without any haste. This early arrival also affords him the opportunity to relax for a while before he is called in for the interview.

At the UPSC library, which serves as the candidates' waiting room, he encounters two other candidates who had arrived earlier than he did. He finds them engaged in some interesting discussion and decides to join them.

He walks straight to the place where they are seated. Once with them, he requests for rermission to join them and his smile broadens as he greets them with a warm "good morning" and shakes hands with them and introduces himself with enthusiasm.

### Pre-Interview Discussion with Fellow Candidates

Chhabra: Good morning friends. I am Ranjit Kumar Chhabra appearing for the IAS interview this morning. I should assume that both of you are here for the same mission.

First Candidate: Of course, yes, Mr. Chhabra. Good morning. I am pleased



to meet you. I am Chandy and our friend here is Mr. Sen. It seems he appeared for interview last year also. He feels he did not make the grade because the Board did not ask questions on the topics which he had prepared. This time he says he has come without preparation to try his luck again. Although he is against preparation, I have been pressing him to give me some briefing as to how I should conduct myself at the interview, especially in the context of his previous experience.

Commit yourself. Most of the success in life arises out of deep commitments and most of the failures are spawned when people flounder even before they start the race. One can make a mess of one's life by acting by fits and starts or make a mark by setting targets and striving ceaselessly to attain them. Success and failure spring from one's mind.

Sen: You see Mr. Chhabra, our friend here, Mr. Chandy, hasn't read today's newspaper, it seems. He thought I might have gone through it and asked me to tell him about the headline and other important news. I was telling him to relax and not to worry at all on this account. You see, last year, I had read not one but three or four newspapers because my interview was then in the afternoon. But they did not ask even one question from the newspaper items. You will now agree with me that it is a sheer waste of time.

Chhabra: You can call me Ranjit, addressing me as Mr. Chhabra sounds very

formal and distant. Now about preparations in advance for the interview and reading of the newspapers, I feel it would give you some knowledge and confidence. It is always better to be informed than remain ignorant. What is more, if you have the knowledge, you can always put it to good use when the opportunity knocks at your door. On the other hand, if you do not possess the knowledge, you may not even know that opportunity is knocking at the door.

Sen: (Showing some annoyance and irritation) Can you prove to me, Mr. Chhabra, I mean Ranjit, in a concrete manner how your reading of the day's newspaper would materially help you in the interview?

Chhabra: Regular reading of the newspapers, periodicals and magazines enhances and broadens your general knowledge. We become aware as to what is happening around us and what are the current and burning issues of the moment. The day's newspaper could tell you the latest developments on certain issues which are current and important. Again, there could also be some scoop or fresh news.

Sen: All these I have heard before. And I told you also that they were of no avail during my last year's interview. Now let us get down to brass tacks. I am sure you have read today's newspapers. Let us hear about the sensational news you have found and how you would make use of it at the interview.

Chandy: Yes Ranjit. I am also interested in that.

Chhabra: The latest sensational news is the meeting of Pakistan's PM, Mr. Nawaz Sharif with President Clinton of America where the Pakistani PM had agreed to pull out the Pakistani intruders who have crossed the Line of Control and are entrenched in Indian territory. Grave doubts are expressed whether the Pak PM would be able to fulfil his commitment. Other topics of the day relate to the progress of Kargil war, the holding of Lok Sabha elections, the demand of the opposition parties for a Rajya Sabha session, etc.

Chandy: I get your point, Ranjit. But there is one risk or danger. If you introduce these topics on your own initiative, there is every possibility that the Board might ask

### WINNING STRATEGY

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you more questions in depth on the subject. Then you may be cornered. They might grill you.

Chhabra: You are right. However, there is no need to worry. As I said if we read the newspapers regularly and keep ourselves well-informed, we will be in a strong position to answer all these questions well. In fact, it would turn out to our advantage.

Sen: What happens if you do not read the newspapers regularly and thoroughly? What happens if they probe me in detail and I do not know the background and other facts?

Chhabra: (With a friendly and encouraging smile) Not to worry. First thing is to tell the truth and the Board will appreciate it. Say that you cannot perceive the intricacies or implications of the specific issue and hence you are in no position to offer further comments.

Sen: Won't that be taken as an admission of your ignorance? To be frank, I got into this jam last year, but I managed by generalising and shooting some lions.

Chhabra: Pardon me for saying so. But that is not the wise thing to do. The Board can see through our bluff, waffling and what not. It is better and proper to admit our ignorance when we do not know the answer or when we are unable to make meaningful comments. The Board will appreciate our honesty and sincerity.

Chandy: Thanks so much, Ranjit. I am so happy that we met this morning. I have learnt a lot and a big worry is off my mind. Now I can face the Board with real confidence. Well, here comes the messenger summoning you for the interview. Best of luck.

Chhabra: Thank you. Wish you both the same. (He shakes hands again and takes leave. Next, he proceeds briskly with firm steps towards the interview room. He makes the entry after gently tapping on the door and ensuring that it is closed gently behind him. He comes to a halt on approaching the seat meant for the cundidate, springs to attention and greets the Chairman and members in a pleusant, cheerful and audible voice).

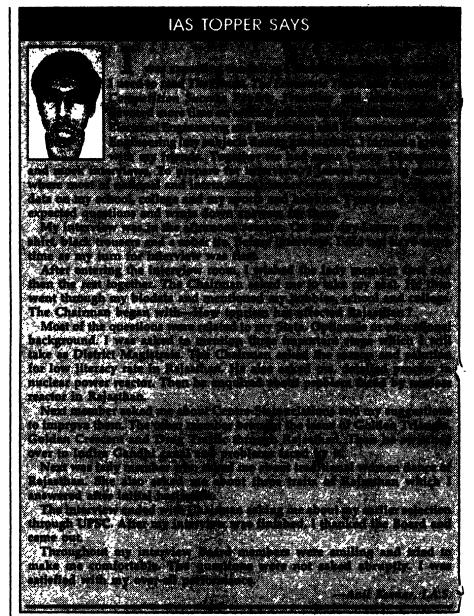
### The Interview

Chhabra: Good morning to you all, Sirs. Chairman: Good morning. Mr. Chhabra! Please do sit down. (He indicates the chair meant for the candidate).

Chhabra: Thank you, Sir. (He sits down smartly keeping his legs close to the chair and sitting in an attentive vet confortable position. He keeps his hands folded across his chest. There are no unwanted movements or mannerisms on his part. He is mentally relaxed and the smile continues to stay on his lips).

Chairman: Mr Chhabra, I see from your papers that you belong to Himachal Pradesh and have studied in a public school in Shimla. Do you find any special advantage in locating the public schools at hill stations?

Chhabra: The hill stations generally have a very healthy climate. Normally the hill stations, especially during off-seasons, are quiet places, best suited for studies. The distractions, including those from politicians, are comparatively less. Thus, these locations do have certain special advantages for



locating public schools and other educational institutions. I would recommend the setting up of big universities also at small and distant hill resorts. For instance, if the JNU had been in Kulu or even in Nainital, there would not have been so many agitations by students and staff.

Comments: The grasp of the candidate is excellent. He also displays good initiative. First, he answers the points raised by the Chairman. Next, he gives some concrete suggestions of his own. It is evident that he possesses adequate general knowledge and sound awareness. He is confident and displays willingness to accept challenges. His answer indicates that he is ready to face further questions on the topic. At the same time, the candidate does not exceed the limits or attempt to bore his listeners. He leaves the next initiative or choice to the Board to continue the same subject further or switch over to another topic.

First Member: Don't you think it would be a better proposition to develop our hill resorts into popular tourist attractions and earn valuable foreign exchange? Chhabra: Certainly, Sir. I fully agree with you that all our enchanting hill stations should be made major tourist attractions. Not only foreigners but our own brothers and sisters from different parts of the country too should be encouraged to visit the hill stations. At the same time, let me hasten to clarify, Sir, that setting up educational institutions at hill stations in no way hampers their tourist potential.

First Member: However, our country has not been attracting as many tourists as it ought to have. Can you tell me from your possible encounters with some tourists, why is it so? For instance what measures could attract more tourists to Shimla?

Chhabra: Tourism as a big and specialised industry needs marketing and publicity in a big and proper way. There, there should be necessary infrastructure and facilities. As for infrastructure, we need better hotel facilities, transport systems, entertainments, and the like. The irritants are so many, starting with customs, security regulations, health hazards, beggar problem,

corruption, exploitation by unscrupulous agents and so on. In Shimla I had volunteered to entertain quite a few foreign tourists during the afternoons and evenings at our house. By and large, they have referred to these aspects. Regarding Shimla, we must build an aerodrome on its outskirts. Now they come up to Chandigarh by air and then travel to Shimla by car or bus which is time consuming. The tourist traffic to Srinagar would be less than half if the airfield was not there. Next is the road transport, good cars for hiring and safe, wide roads.

Comments: This candidate has kept himself well informed of his home state and home town. He enjoys a wealth of ideas and ably substantiates his arguments in depth. He answers the questions with confidence and courage and tactfully disagrees where he considers it necessary. We see consistency and intellectual integrity on his part. He has also constructive and workable suggestions to make in order to overcome problems and obstacles.

Second Member: Do you think that India has taken a right step in going fully nuclear and in manufacturing nuclear bombs and weapons to counter existing Chinese and Pakistani nuclear threats?

Chhabra: Sir, as has been proved in the case of the super powers, nuclear weapons certainly have the deterrent value. In fact, we have taken a right decision, though belatedly, to go nuclear. Had we gone nuclear in 1974 itself at the time of Pokhran I, we would have surely become a member of Nuclear Club. The fact that Pakistan went nuclear just within a span of 2 weeks after Pokhran II, shows how fast it was developing its nuclear capability. It only vindicates our stand to go nuclear. In the recent Kargil conflict, our nuclear deterrence went a long way in preventing Pakistan to launch a full-scale war. In any case, had we not gone nuclear, Pakistan would have definitely struck us at the first available opportunity with muclear weapons capability acquired by it with Chinese assistance.

Third Member: Why China had been providing nuclear and missile technologies to Pakistan against NPT?

Chhabra: The Chinese wanted India to get embroiled with Pakistan so that India is prevented from becoming big power in South Asia militarily or economically. China also did not want India to become strong to challenge its illegal occupation of Indian territory in the 1962 war. As for NPT, China pays scant respect to such international treaties. Neither America, nor Russia, nor the UN as a world body can take any action against China. Hence, the Chinese are able to get away with anything and everything.

Comments: This candidate has taken keen interest and acquired substantial knowledge on current affairs and international events. His approach is mature and logical. He is able to analyse and correlate the various issues in a logical and realistic manner. As he is able to decide on the priorities and come to firm conclusions, his organisational capacity and decision-making ability are rated high. He meets the challenges with determination and resourcefulness. He has also an eye for the details and plans with foresight and imagination.

plans with foresight and imagination.

Fourth Member: Do you think India is following the British example in regard to privatisation of industries?

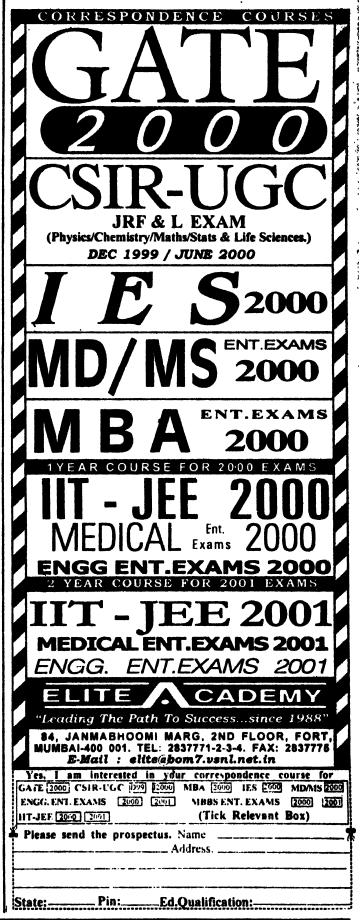
Chhabra: Not exactly, Sir. In England some major industries, which were nationalised during the Labour regime, have been denationalised. In India, whatever has been started as public sector or nationalised, like the banks, continues to remain so. But they have been made more accountable and a small percentage of the shares of some public sector units has been disinvested. Further the MRTP restrictions have been mostly done away with as also many of the licensing, permit and quota restrictions. Thus, the private sector could compete with the public sector in many areas like banking, civil aviation, mining etc.

Fourth Member: Why have we not done away with public sector?

Chhabra: (Smiles) For one thing the politicians do not wish to lose the economic clout they enjoy now. Next, the existing employees of the public sector oppose it, fearing job insecurity. Private sector emphasises merit while public sector promotes political patronage, caste considerations and vote banks.

Pifth Member: Suppose we had followed the Japanese and Jerman examples and given full scope to free economy and private enterprise, do you think we would have fared better?

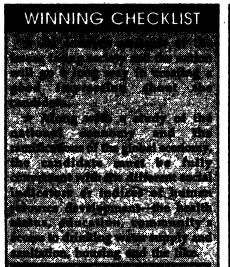
Chhabra: I doubt, Sir. The chances are that we would have fared worse. To begin with, Japan and Germany were industrially and economically advanced countries even before World War II. After the war they became US satellite countries and received extensive economic and military aid. India did not have these advantages.



On the other hand, we started with many handicaps. We were economically exploited and kept as a backward colony by the British. Then there was the Partition fiasco. Later, we had to fight three wars with Pakistan and face the Chinese aggression in 1962. Lastly, we wanted to avoid the disadvantages of industrial revolution and opted for economic growth with social justice. In other words, we not only wanted economic growth but also decided that the income should be widely distributed to the maximum people. Further, we did not become a camp follower of either America or USSR but decided to champion Non-Alignment. Considering these aspects we have done quite well. Of course, we can do better with more effective performance of the public sector.

Comments: The candidate reveals good command over the specialised subject of his choice. He presents his arguments coherently and convincingly. There is enough substance in his arguments. His approach is logical and realistic. He is able to discern the essentials of a problem and suggest workable solutions with imagination and foresight. He is not swayed by others but prefers to judge things independently according to his own yardstick and norms. He does not hesitate to differ and express his independent views when he feels the necessity for it. His impact on his audience is forceful and positive.

Chairman: The acts of terrorism, are on the increase all over the world. What are your views about acts of terrorism and terrorism as a weapon in general?



Chhabra: Sir, no act of terrorism can be treated in splendid isolation. The Western countries, including the USA have become its victims. West Asia has seen several such acts of terrorism. Perhaps, the terrorists are out to tell the USA that they wouldn't tolerate its continuing support to Israel. But what is embarrassing for a country like India is that USA does not take a uniform stand on the issue of international terrorism. While USA seems to be disturbed by terrorism directed against itself, it takes an evasive stand as regards the on-going terrorist movement openly abetted by Pakistan in India's Jammu & Kashmir.

Chairman: Mr. Chhabra, don't you think that with your qualifications and background, you could expect better reward and monetary incentives in the private sector, particularly in institutions linked to multinationals?

Chhabra: (With a pleasant smile) Thank you Sir. You may be right; the multinationals could offer better monetary incentives. However, money alone is not enough. Job satisfaction and sense of fulfilment are more important. My goal is the IAS and realisation of that goal alone would bring happiness to me.

Summing up: Mr. Chhabra is a cheerful and pleasant candidate with a friendly and warm disposition. He displays excellent awareness, keen interest and capacity for sustained hard work. He takes pains to keep himself well informed of current affairs and reveals the ability to contribute substantially and constructively during discussions on national and international subjects. He succeeds remarkably in creating a strong and favourable impression on his listeners by his sincerity, mature ideas, halanced views, and rational approach. He speaks fluently and in an objective manner and readily wins over others with his way of thinking. He enjoys abundant self-confidence and proves tenacious and is determined to persist with his efforts for attaining success in his endeavours. His habits are regular and physically he is quite fit. H. approach is always constructive and systematic and the attitude is positive and optimistic. He will blossom into a very successful leader and prove a real asset to the organisation. Selected and specially recommended. П



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### Super Brain Super Personality Contest 2000

Continued from page 44)

certain fields—like mothers cook food more deliciously than fathers, because it is the practice of using standard percentage of food ingredients to make the dish delicious. They are perfect in this field by their sheer practice and years of experience.

In this world, whatever be the profession, one has to practise hard to achieve results. Doctors, scientists, teachers, lawyers have their own way of pursuing their professions. A teacher has to shape up a child's future where he/she comes across several children of varied mentalities and it is her previous experience and practice of dealing with various children that enable a teacher to recognise the calibre and aptitude of different children and approach them in a suitable manner. Doctors usually come across emergency cases which require them to take instantaneous decisions whether to perform an operation or give other treatment. It is their practice which enables doctors to make a instantaneous decision very easily in such cases.

To get top position in hierarchy, a person has to undergo immense practice for months together as is evident from the case of beauty queen Ms. Sushmits Sen. She was the first indian lady to win the Miss Universe Crown in 1994 through dogged practice.

Practice is one of the main reasons behind the victory of Indian tennis players Mahesh Bhupathi and Leander Paes in French Open and Wimbledon. For Chess Oscar awardee and India's No. 1 chess player, Viswanathan Anand the stepping stone behind his wonderful victory is only his heavy and continuous day and night practice.

Recently, our Indian cricket team lost World Cup-99, because of lack of practice and there is a need for planned practice to win the forthcoming matches.

To give the world's costliest item diamond a shining look, there is a need of sharpening it rigorously. Similarly to shine in our life and fulfil our desires and reach our destination, there is need to sharpen our skills, and this can be possible only by practice.

To summarise, practice is the child of determination and ambition. In turn, practice gives birth to faith and confidence and perfection is the ultimate result of all the above attributes. One has to be aware of the fact that without planned and continuous practice, it is not possible to reach or achieve goals. So perfection and practice go hand in hand and that's why practice makes a man perfect.

To fecundate our life which is otherwise a fallow entity, we have to practise and this is the ultimate truth to achieve ultimate perfection.

# When Money Speaks, Truth Is Silent

Article 14 of the Constitution provides: "The State shall not deny to any person equality before the law or the equal protection of the laws within the territory of India."

It means that no man is above the law of the land and that every person. whatever be his rank or status, is subject to the common law and amenable to the jurisdiction of the Ordinary Tribunal. Sounds superb, isn't it? But over the years we find that this Article is just confined to Chapter III--'Our Fundamental Rights' of the Indian Constitution and seldom put to practice. Almost everyday we find violation of this Article in one form or the other. Such violation is attributed to various influences particularly the money power of a powerful segment of

'When money speaks, truth is silent' is not new to our soil. Money is synonymous with power, influence and also corruption. In ancient times also, no one dared to speak about the atrocities and heinous crimes committed by the Kings and also their top officials i.e. Mantris. Masses knew that all petitions and cries would fall

on deaf ears as either the judges i.e., Kings were themselves the culprit or the Godfathers of culprits. Only a few rulers in Indian history like Ashoka the Great, Maharaja Ranjit Singh, Vikramaditya were concerned more about human welfare and abjured the luxuries of life and did not let their power influence their action.

The framers of our Constitution realised that for India to stand, develop and make a mark in the world, it is



Ms. Shilpi Mahajan FIRST PRIZE WINNER OF CSR SUPER BRAIN PERSONALITY CONTEST 2000 (3): TOPIC 4

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Congratulations. Ms. Shilpi!

necessary that State should not discriminate against anyone on the basis of caste, creed, colour or status. All the titles which created a sense of discrimination like Thakur, Raja Sahib etc., were all abrogated and titles were conferred only on the basis of merit in the field of academics and for exemplary valour in military. What can a Constitution, however great it may be, alone do when corruption has seeped into the very grass-root level of our society? Today, from top politicians to lower rung in government offices, everyone is caught in the grip of corruption.

Over the years, there has been a general decline in moral and ethical values which we once cherished but are now just confined to the pages of some spiritual books. The bureaucrat is becoming far more dominant than ever before. We have seen innumerable examples of politicians who are involved in scams, involving not lakhs but multi-crores of rupees. There is hardly any politician left whose name is not associated with corruption, scams, and other crimes. Money which could benefit millions, remains in the hands of the few. We

have also witnessed that no stringent measures have been taken against them. First of all, most of the scandals, murders and other crimes committed by the politicians and bureaucrats remain under a cloud. Even if they come under the sun, the real culprits are hardly prosecuted. Let us think about the reasons for silence of the truth.

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- (b) Even those few who dare to speak are silenced.
- (c) Even law enforcers are mere puppets in the hands of rich, powerful and influential persons, Instead of finding evidence against them, they try to erase all evidences against the culprit and take huge bribes or promotions in return.
- (d) Any official who sincerely tries to investigate the case is either threatened with dire consequences, transferred or even eliminated.
- (e) Due to lack of sufficient evidence and also keeping in mind the status of person, such persons are often prized with honourable exoneration by our so-called upright judiciary.

Further, the long Court proceedings often dishearten the other party seeking justice. It is rightly said 'Justice delayed is justice denied'.

There are innumerable examples which vindicate the above statements. Some of which may be mentioned below:

(1) The no-confidence motion against the former Prime Minister, Mr. P.V. Narsimha Rao, was defeated due to the influence of the money power when J.M.M. MPs were bribed by the Congress.

(2) The former Bihar Chief Minister, Mr. Laloo Prasad Yadav, who was involved in Rs. 1000 crore fodder scam has still not been prosecuted despite the evidence against him. Even judges are reluctant to take any action against him; what to talk of common man. Now Bihar is being actually ruled by Laloo in the name of Rabri. The selfproclaimed "clean" Congress has entered into a electoral alliance with Fodder Scam-tainted Mr. Laloo Frasad for 1999 elections, thus legitimising his scam indirectly.

(3) Again the Bofors case in which Late Rajeev Gandhi was allegedly involved is raised almost at every election by various political parties and then forgotten and put into cold storage.

(4) Ms. Jayalalitha is still behaving like a queen despite several cases pending in the Court. She is a force to be reckoned with.

(5) Mr. Sukhram, the ex-Minister in Central Government, involved in Telecom Scandal, has not only gone scot free but was also elected to Himachal Pradesh Assembly.

Earlier, any person whose name got involved in such scams and other crimes, used to feel abashed and resigned on moral grounds. Today, the politicians have become thick-skinned.

Everybody is ready to stand witness against a clerk for 1 allegedly receiving a meagre bribe but no one dares to stand witness against any powerful person even though his crime trangresses all degrees of nefariousness. Most VIPs are financially in a better position to engage the services of top lawyers, who by their oratorial skills, help bail them out of adverse situations. Each time an Inquiry Committee is set up, substantial amount is wasted with hardly any outcome.

Charles Darwin's theory 'Survival of the fittest' holds true in our society also. According to the theory the genes which are helpful for the survival of individual and enable him to acquire resources from the environment are conserved and perpetuated. The unfit genes gets eliminated from the population. In today's world the most fit genes which help the organism to survive are the genes of shrewdness, dishonesty, apathy, nefarlousness, narrow mindedness, etc. Today the genes of honesty, sympathy. concern and welfare for others, peace, etc. are getting eliminated from the population.

There is a close nexus between criminals and politicians and a strong symbiosis exists between them. The spirits of criminals are touching the sky as they know that no police or judiciary can even touch them when they are under the protection of politicians. These criminals are

used time and again by the politicians to get their jobs done. Even criminals have now entered legislatures on the basis of muscle power.

The BMW case in Delhi in which a boy of influential family crushed six persons because of his rash driving under the influence of liquor, is still going on with the victims' family waiting for the Justice. Now the eye-witness, an employee of a Petrol Pump, who could act as a witness against him has turned hostile. We should not be surprised if this boy of high connections is let off one day by the court for want of evidence.

In our villages also, the rich and influential Zamindars and Sarpanches dictate their terms over the poor masses. Because of their money power, the poor masses are subjugated and even their lands are grabbed by these powerful feudals in villages. These criminals often get absolved due to lack of evidence. Committing a crime is a sin and being indifferent to a crime is a bigger sin. The first step towards the amelioration of any evil is its exposure. There are some crimes which the masses can prevent if they all stand united.

To curb all these tendencies, law should be made stringent and effective. Judiciary should be made more efficient so that cases can be solved within the shortest time span. The responsibility also lies on the shoulders of senior politicians. They are the models and heroes of the masses and with their self-discipline they should try to become ideals in the society. Tangible and concrete measures should be taken by them to decriminalise politics and take stringent measures to curb the tendency of corruption and criminalisation in their parties. Any person whose name gets involved in a scam should be asked to resign immediately and should not be given a ticket in next election till he is cleared of the charges. Senior politicians must curb all nefarious activities going on in the party but first and foremost, they themselves be honest. They should remember the fact that whenever atrocities committed on public crossed all limits and corruption reached its height that Government or the ruler has always been toppled. This case has been witnessed not only in India but the world over i.e. French Revolution, Russian Revolution of 1917. American Revolution and the Great Freedom Struggle launched by India against Britishers are classic examples of this.

Whenever there is decline of righteousness. and rise of unrighteousness. I incarnate myself to protect the virtuous and to destroy the wicked from Age to Age.

Undoubtedly, the power of money cannot be denied. When it is properly used it becomes a boom. But when money is misused in all sorts of crimes and injustices and to defend them only then money speaks and the truth is atlenced.

It would be apt to some up this essay in the following lines.

When money speaks, truth is silent, ears deaf and eyes blind. Powerful persons keep on whistling, downtrodden gets not even a trifling. Who has time to listen about masses, when everyone is involved in his own clashes. All real values have gone waste, they are no more the societies taste. but let's hope time will change. as nothing in this world has a stable stage.

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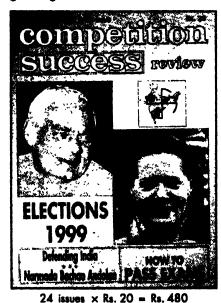
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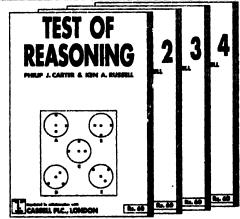
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# **Constitution Of India**

Prof. (Dr.) M. V. Pylee Former Vice-Chancellor, University of Cochin

### **Fundamental Rights**

### An Assessment

The chapter on Fundamental Rights in the Constitution has been the subject of criticism, both in India and outside, ever since its adoption. Broadly classified, the critics are of three types. First, there are those who think that the Constitution does not embody Fundamental Rights in reality but only an apology for them. According to them, many Fundamental Rights such as the right to work, education, etc., which ought to have found a place in the chapter have been ignored. Second, there are those who think that the spirit of the whole chapter and much of its substance are taken away by the extraordinary provisions such as prentive detention, suspension of the right to constitutional remedies, etc. These critics allege that what has been given by one hand has been taken away by the other. Third, there are those who argue that even those nghts that are attempted to be safeguarded are hedged in with so many exceptions, explanations and qualifications that it is difficult to understand what exactly is available to the individual by way of Fundamental Rights.

It is true that the right to work, the right to rest and leisure, material security, etc., are not included in the chapter on Fundamental Rights. Even the right to education does not find a place there. The reason why they have not been included is not tar to seek. Every one of the rights in the chapter is a justiciable right. That means for every violation of these rights, there is a judicial remedy, which makes the right a practical proposition. On the other hand, take for example, the right to education: "Every child under the age of fourteen shall have the right to free education." It is a positive right. To translate it into reality the State must provide immediately thousands of schools all over the country. Was it possible under the conditions prevailing in India at the time of the adoption of the Constitution to have this right realised in practice? Needless to say, it was impossible. It is a right which can be made available to everyone only in the course of decades. This 18 why the right to education has been included in the chapter on Directive Principles of State Policy and a time limit of

ten years was fixed.
The difference between Fundamental Rights and Directive Principles is that the former are justiciable rights—rights that can be enforced by a court of law—while the latter are non-justiciable rights. The fact that

certain rights have been made nonjusticiable does not make them useless or meaningless as has been alleged by some critics. The distinction can be understood only in the light of the evolution of theory and practice relating to Fundamental Rights in the nineteenth and twentieth centuries.

Consequent upon the industrial revolution in Europe, the labouring classes became politically conscious and realised that the conditions which they required for the development of their personality, whose fulfilment they demanded, were different from those which the middle classes of the seventeenth and eighteenth centuries required and demanded. What the working classes wanted was better conditions of work in the factories, better housing, better sanitation, medical relief and social security. They wanted education for their children. They stood for more equitable distribution of wealth and higher and heavier taxation on the wealth. The rights to freedom of expression and religion, etc., demanded by the middle classes called for negative action by the State.

These rights could become real when governments abstained from doing certain things such as imposing restrictions on the Press or dictating religion to its subjects. But the conditions of good life demanded by the labourers called for positive action by the State, such as factory legislation, compulsory and free education, old-age pensions, unemployment relief and so on. This is the difference between the rights demanded during the seventeenth and eighteenth centuries and those demanded during the nineteenth and the twentieth centuries. Those who question the utility of non-justiciable rights do not appreciate this distinction.

The rights to employment and education are not rights which can be safeguarded by courts of law. When they start safeguarding such rights they will cease to be courts. These are rights which ought to come within the scope of legislative policy. These are not appropriate for judicial action. The remedy for them lies in the legislature which is elected on the basis of adult franchise. In a democracy based upon agult suffrage, legislatures are bound to take action and see that such rights remain not mere platitudes on paper but as effective as justiciable rights.

The provisions dealing with preventive detention and the suspension of constitutional remedies are not easy to defend. Nevertheless, there are considerations which can be argued in their



favour. It has been already pointed out that the restrictions on individual freedom are pacessary in the interest of society. The fathers of the Constitution were aware of the dangers to the existence and safety of the Republic they were establishing. They were giving it shape at a time when the country was passing through great stress and strain. There were groups and parties who made 1.0 secret of their opposition to the democratic process and proclaimed their faith in violent action to achieve their declared aims.

In spite of such extremely trying circumstances under which the country had been functioning during the first two decades, the number of persons taken into custody under the preventive detention laws had been comparatively smaller in relation to the gigantic proportions of the country, both in area and population and the magnitude of the problems confronting it.

During the third decade, however, and especially as a result of the declaration of internal emergency in 1975, unlike in the past, a large number of persons were taken into custody. While this was assailed by the opposition as politically motivated, the spokesmen of the Government justified it to protect the country from chaos and anarchy which were to result from the unconstitutional and violent activities of a number of political parties and groups. Fortunately, the situation did not last long. With the announcement of parliamentary elections in February 1977, the Central Government issued instructions to all the States to release political prisoners held under the Maintenance of Internal Security Act (MISA) and allow all forms of political activity normally undertaken, especially during election time.

The election results went against the ruling Congres. Party and as a result, the emergency was fully withdrawn and the Fundamental Rights were restored. In 1978, the MISA was abolished. However, in 1981 the National Security Act (NSA) which was little different from the MISA was passed.

As to the question of suspension of constitutional remedies, so far there has been no pocasion for it in spite of the declaration

contribute his knowledge on the subject to all the other members of the group. That way we should consider, analyse and cover the subject exhaustively. Each of us will gain a lot in this way. If we were to keep our conversation confined to our neighbours alone, then there is no necessity to sit as one group for discussion. We could have chosen our partners and gone off to a corner of our choice and carried on there without hindrance.

No. 5: (Noting that No. 2 is receiving good and strong support and No. 8 is firm and forceful). All right, all right. If you feel that way, let us have the discussion in the manner you want.

No. 7: Who is going to bell the cat, I mean, address the group first on the subject? You better count me out and it has to be somebody else other than me.

No. 5: The same with me. I am not

volunteering either

No. 2: No, no, Mr. 5. We would love to have you as the first speaker. I was hopeful you would give an interesting start. However, since you have declined, let us see if there is any other volunteer. (Turning towards left and right). Anyone keen and volunteering to be the opening speaker, please. Kindly raise your hand.

No. 8: I am ready No. 2. However, if there are other volunteers, I can speak later. At the same time, let us also decide the order of the subsequent speakers and the maximum time that each can avail of, to express his ideas.

No. 2: That is correct. Thank you No. 8 for your thoughtful suggestions. Now let us see. Any other suggestion in this regard? What do you say No. 5 and No. 7?

No. 7: You can decide that between No. 8 and yourself.

No. 5: That is correct. I agree with No. 7. No. 2: Fine. After No. 8 has spoken we can proceed clockwise one after another. Thus No. I will be the second speaker, No. 2 the third and No. 7 last. Each to speak for not more than two minutes. After the first round is over, subject to availability of time, we can try for a quick second round. Now, No. 8, please start.

Comments: In this group we find that No. 2 has taken the initiative to coordinate the group as the natural leader for achieving the task. When practically all the members of the group were engaged in private consultations it is only No. 2, who decided with enterprise and selfassurance to address the group as a whole and make efforts to direct it towards its goal. At this stage he encounters stiff opposition from Nos. 5 and 7. They both create formidable obstacles and No. 5 persists with his obstruction till he finds that No. 2 has the strong bucking of No. 8. All the same No. 2 remains cool. He even goes out of the way to humour Nos. 5 and 7 but they both sulk and refuse to cooperate. Thereafter, with the able support of No. 8, No. 2 launches the group on its task. No. 8 though rather aggressive, means well and does everything for the benefit of the team. He is ready to accept responsibility and willing to make sacrifices. He emerges as the second natural leader.

No. 8: Friends, the subject given for our group discussion implies that for effective maintenance of law and order throughout India, the responsibility should be

### WINNING STRATEGY



transferred from the States to the Centre. Thus, the proposition first states prima facie that law and order situation, as it exists today is far from satisfactory. According to the proposition, it is not effective. Next, in order to have effective law and order situation, the proposition suggests, the transfer of the responsibility to maintain law and order from the State Governments to the Centre. Perhaps, the police may get more freedom of action, when the responsibility for law and order is transferred from the States to the Centre.

As you are aware, in recent years there have been violent communal incidents in various parts of the country. Then we witness terror being unleashed by the extremists in several States. There are the continuous and increasing crimes like dacoities, murders, kidnappings, rapes, killing of witnesses and others in the courts and so on. There are also other serious crimes like smuggling, drug peddling, trafficking in women, making and circulating counterfeit currency and so on. The crime graph is rising year by year. As per the latest annual report of the National Crime Record Bureau, Crime in India 1977, 64.11 lakh cognizable crimes were reported in 1997, showing an increase of 28.3% over the last decade. No doubt a number of factors such as increase in population, industrialisation, urbanisation, increasing vehicles, economic disparations, growth of slums, unrestrained migration to cities have pushed up the crime rate. Yet the figures are alarming. The politicians blame the police and the police the politicians, for this deteriorating law and order situation and the growing crime wave. Some also blame the courts and the loopholes in our legal system. Others blame the films and TV serials which glorify violence.

Therefore, deteriorating law and order situation has become a complex problem. I wonder whether the problem could be solved by transferring the responsibility from the States to the Centre.

No. 5: Thank God. I thought you will never stop. My goodness, it was a long lecture.

No. 2: (Smiling) Friends, you all will agree that the opening speaker has to introduce the subject and explain its scope. No. 8 has uone this job very well indeed. Now it is the turn of No. 1.

Comments: No. 8 speaks well and displays adequate knowledge of the subject. Already we saw that he displayed initiative, interest and enterprise and also a great deal of determination and thoroughness during the initial stages. By rallying round No. 2. he was able to contain No. 5 and No. 7 and launch the group on its task. He has created a strong impact on the group and with his present performance, he has demonstrated his ability to sustain his leadership His approach is systematic and methodical and his emphasis is on discipline and organisation.

He has analysed the implications of the problem with clear perception and he has boldly put his views. He is ready to face challenges with courage and determination. This intelligent and enterprising candidate has good potential. Recommended for selection with high grading.

No. 1: Friends, in my humble view, our police is ill-trained or ill-equipped to cope up with the increasing law and order problem in our country. Their training and organisation remain more or less the same, as they were during the British days. But now that India is a free country, the people have become very conscious about their rights. Our lawyers, courts and politicians are zealous about safeguarding these rights. Everywhere there is talk of fundamental rights and their infringement. Anybody and everybody is going to the Supreme Court for anything and everything.

The police is blamed for the crimes as well as for the excesses. The political parties and self-styled leaders resort to agitations for anything and everything. Though the population has grown phenomenally, the police force has not been expanded adequately and strengthened. They are yet to acquire modern technological and scientific facilities. Even modes of communication and transport available to the police are outdated. Our policemen use only public transport available or go on bicycle or on foot. Their pay and remuneration are low and give scope for corruption. The level of education of ordinary policemen is also limited. Despite poor pay, education and training, the policemen are called upon to handle very difficult and complex situations and face serious hazards. We have had police strikes and demonstrations. Before we consider anything else, the lot of the policemen must be improved. Now policemen are ridiculed in our films. Unless we give the required importance and a tree hand to police, we cannot expect good law and order.

Comments: No. 1 has been a silent spectator till he was called upon to give his views. When his turn arrived, he has obediently complied with the requirements and given some ideas which are general and commonplace. He appears to be lacking in method and organisation. He does not reveal purpose and dynamism. He lacks dash, determination and initiative. He is not keen to shoulder responsibility on hi: own At best he can be regarded as a loyal worker who can obey orders faithfully. Not recommended for

leadership role. Rejected.

No. 2: Friends, I would like to spetlight two major aspects of the problem. The first one is on giving a free hand to the police. What does this mean? Has not the police the required powers to take appropriate action against the criminals and law breakers? It is only the police excesses and abuse of the powers by some police personnel that is being criticised. What exactly do we mean by a free hand? It simply means that within the precincts of law, the police may be allowed to act without any interference-political & otherwsie. But what is happening today, whenever a criminal is hauled up, there rings a bell from a local MLA or MP to let him go. The honest police officer, if he refuses to oblige, has to pack up and suffer

transfer after transfer. Often the police is taken to task or blamed by the politicians in order to save themselves. The police are made the scapegoats for the acts of omission and commission by the political leaders and party bosses. Those in power today find themselves in the opposition tomorrow. The police are faulted by both the ruling party and the opposition alike for doing something and also for not doing anything. If the crowd or mob gets out of hand, the police are blamed. If they take stern action, they are Blamed for excesses. Thus, police do have a difficult task to perform. In the final analysis each issue has to be judged on its merits and while police should have the adequate freedom to do their job without interference, they should also be made accountable and they cannot remain outside the purview of law. As for excesses, in democracy, no one is above law and everyone is accountable, high or low, politician or the police. Therefore, I would only suggest that the police should not be influenced or interfered with by politicians. Those who have been voted to power should not hamper the police and also the administrators in the discharge of their duties. No one should be victimised for doing his duty in accordance with the rules and regulations.

At the same time, I would not give police a clean chit insofar as excesses are concerned. We can hardly forget the Baghpat incident where the police allegedly pulled out 3 or 4 men from a car, shot them dead without any provocation and dragged a woman in the car out, stripped her naked and made her to walk a distance of 200-300 yards. All this happened in broad day-light and in a crowded street. Then the Bhagalpur incident in which nearly 100 undertrials were blinded by the police. The peaceful Uttarakhand agitators were mercilessly beaten, women volunteers were molested and raped and deprived of their jewellery. Nearer home, in the heart of capital, a police inspector and his team killed a businessman in Connaught Circus and tried to take shelter under the plea of "mistaken identity". Such instances indicating police excesses are innumerable; though many do not figure in print media due to the poor status of victims or suppression of facts by police who invariably avoid registering First Information Reports (FIRs) despite high sounding declaration by the higher echleons of police to this effect. But does any body bother to come down and see things for himself? The number of custodial deaths is another index of excesses committed by police. The truth of the matter is that the men with political influence or money escape police wrath; while others, more than 80%, continue to suffer even after 52 years of independence. The policeman has the power to haul up any citizen and put him behind bars under vagrancy act, terrorist activity and what not. It is out and out a police raj.

However, no body has ever thought of the basic malady of rampant corruption in the recruitment of police personnel below I.P.S. level. When lakhs of rupees are charged for recruitment of an indinary constable, will he not like to recover the amount through corruption? Not surprisingly, quite a sizeable police force comprises undeserving, inefficient, physically unfit and corruption-prone personnel with little commitment to the nation as guardians of law. Further, I do not agree that the perks of policemen are low. Most of them enjoy many undeserved benefits such as free drinks, lunches, dinners etc. More worrying is the criminalisation of police. There is a growing nexus between police and mafia—drug, builders', kidnappers for ransom etc and what not. So what is needed is complete over-haul of police right from recruitment level.

As for the suggestion that law and order should be made a Central subject, I would say that even today Centre is responsible in the ultimate analysis. But, it will not be possible for the Centre to administer law and order under normal circumstances in a country of this size from Delhi. Then the government will not be able to attend to any other matter. It is neither feasible nor desirable. The local authorities should primarily be responsible for law and order. Besides the police, the district administration is also responsible for maintenance of law and order. Even the Judiciary has a role to Play. We cannot transfer all the functions or subjects from the States the Centre. My submission is that we should improve the working of the existing system which is basically sound and balanced instead of drastically altering it and making it one-sided. It may, eventually, go against the interests of democracy.

Comments: No. 2 has fully grasped the subject and presents his arguments in a forceful and convincing manner. He has analysed the



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subject systematically and highlighted the salient aspects with complete clarity to the group. He enjoys extensive ideas and goes to the very root of the problem. His approach is rational, constructive and positive. The group has been greatly impressed and influenced by him. Earlier, we saw him emerging as the natural leader and coordinator of the group, displaying urge, sense of responsibility, restraint and adaptability. He is resourceful, enterprising and resolute. He is able to face the obstacles with courage and overcome them with imagination. A natural and gifted leader with plenty of talent and potential. Being flexible and tactful he readily makes himself endearing to others. Selected and accorded top rating.

No. 3: Gentlemen, I confess that after hearing No. 8 and No. 2, I feel rather diffident to stand before you and talk on the subject. In fact, they both have covered every aspect of the subject and if I say anything it will only be mere repetition. I have no wish to bore you with such repetitions. I would like to see if others have anything different to say or more to add. That is all, please.

Comments: A mild and timid candidate who is happy to stay in the back seat and follow the lead of others. He has neither the inclination nor the gift to shoulder higher responsibilities. He offers excuses for shirking his duty. At no stage of the proceedings, he has made any noticeable contribution. He is a mere passenger and a burden to the team. Rejected.

No. 4: Friends, I have no dispute with the contention that police should be able to act without undue interference. But this is easier said than done. Our social, political and economic background does not permit us to have this ideal condition in regard to our police set-up. In a democracy most of the people feel self-important. Everybody rushes to the court on flimsiest grounds. Often the police are made the laughing stock. Our legal system being what it is, the culprits and the criminals manage to go scotfree most of the time, taking advantage of the various loopholes in our laws and the cleverness of our lawyers.

Thus, often all the efforts of the police are wasted and they get frustrated and demoralised. Secondly, now the police are mostly deployed to control crowds, bandhs, processions and agitations. They toil and sweat day and night in controlling the demonstrators and agitators without drink, food and shelter. They get a meagre pay whereas even a mere clerk of the LIC earns more than a DIG of Police. Above all, the police are not suitably equipped and trained to cope with the modern law-breakers who copy many things from the crime thrillers and films. The political parties and leaders should themselves realise the grave damage they are doing to the police force and to the nation.

After all, the police is a small force as compared to the population and they cannot tackle the millions all the time. The politicians in their greed to gain power keep launching agitation after agitation. People and citizens should also cooperate with the police. They deserve better pay, recognition

# WINNING THE FIRST IMPRESSION

east dedwar its success from the inherent binding factor of interdependence. Each player supports the other. If the team succeeds, they all succeed. It is axiomatics united they succeed; divided they fall. Team work tingulates; that is why, in several instances, participants, cariter dismissed because of their lackiustre performances, come alive all of a sudden fired by the interaction of the team members. What makes the team abiding and enjoyable is its comraderle, the sense of belonging and the sbility of the individuals to rise above sectarianism. In other words, by submerging their individual identities, the team-mates emerge stronger pursuing a larger goal. Every individual would like to give his best for a chosen cause, and the group or team gives him an opportunity or a forum to do so.

and appreciation. They should also be provided with modern technical aids, communication facilities and transport. The same policeman should not be asked to attend to all complicated jobs and specialised training should be given to those who handle more complex tasks. If we make the police function effective and if they can be made to work properly, there would be no need to transfer the law and order responsibility from the States to the Centre.

Comments: No. 4 has proved himself to be an intelligent and resourceful candidate. He displays adequate comprehension and good knowledge of the subject. He is also able to express himself freely and eloquently. He has been successful in contributing some original ideas of his own and creating a forceful and favourable impact on the group. His arguments are logical, impressive and convincing. However, he was a late starter and his participation during the initial stages was limited to being an interested listener and spectator. It appears he needs time to warm up and get into his strides. Since he is intelligent as well as industrious, he will respond positively to training and he is recommended for selection.

No. 5: Well, gentlemen, I have listened to what all has been said by those who spoke thus far. I don't see anything new, different or sensational. Also I just don't see what is there to discuss about this subject. The whole thing can be dismissed in just two seconds. Anyone who says that the police should not exercise full powers, is talking through his hat. Police means power, force, strength. Police must invoke fear. Otherwise, there is no difference between a policeman and an

ordinary citizen. Secondly, to say that law and order should remain with the States as at present is sheer ignorance. There is no question of dacoits crossing into M.P. from U.P. or from M.P. into Rajasthan and so on, if law and order rests with the Centre. I cannot see any difficulty in enforcing this. The only thing against it is the vested, interests of the politicians. You can also quickly put an end to corruption and black money if law and order is made a Central subject. I am surprised that all the speakers before me could miss such an obvious thing. If you do not want to face facts, that is your problem. That is all. Whether you like it or not, I have done my job. That is all I care.

Comments: No. 5 is able to speak very forcefully and authoritatively and command the attention of the audience. He makes an emotional and provocative appeal to attract attention. However, his views are rigid and one-sided. He is intolerant of criticism. Rejected.

No. 6: Well, friends, you heard what our friend No. 5 said just now. He wants unlimited powers for the police. He does not appreciate that in a democracy the police has to function as the servant of the people. They cannot command but have to serve. India is not an authoritarian State where police can do what it wants. Like otherservices and departments, police is also accountable to people. Secondly, I feel that military can be summoned for the aid of the civil power. When there is an emergency, law and order will become the direct responsibility of the Centre. The Centre has intervened in Punjab. Hence, I do not subscribe to the proposition. Police should be accountable and Central intervention should be an exception.

Comments: No. 6, who did not venture to speak or comment earlier, seems to have warmed up and benefited by listening to others. He has grasped the essentials and reveals the ability to take independent decisions. He can be regarded as borderline case and given the benefit of doubt.

No. 7: Gentlemen, after listening to all that has been said I am sorry to say that I have become quite confused. I really do not know who is right and who is wrong. You see, some speak about democracy, some for full authority to police and others about police accountability and service to the people. No doubt, each is right from his own point of view. If I may say so, the police themselves may not precisely know what they want and what is best for them. Someone painted a grim picture of the working conditions of the policemen. But I do not think that the law and order situation is all that bad, especially if we take into account the vastness of the country, its terrain and the size of the population. The incidence of crime is no less in advanced countries like America, France, Italy, etc. I, therefore, feel we are exaggerating the thing too much.

Comments: No. 7 was supporting No. 5 during the initial stages and perhaps unwillingly creating obstacles. However, his ideas outlined now indicate that he has been following the proceedings with interest and has arrived at his own independent conclusions. But he is also a borderline case on the minus side.

### Bank Probationary Officers' Examination

(Continued from page 36)

Directions (Qs. 42 to 43): You are to choose, from the words given below the wo sentences, that word which has the same meaning and can be used in the same context as the words printed in bold in both the sentences.

- Q. 42. I. A special team of observers has been despatched to appraise the situation.
  - II. Can you estimate distance between two sides of the river.
- (1) predict
- (2) guesstimate
- (3) measure
- (4) control
- (5) guage
- Q. 43. I. Repeated denial and criticism of a child makes him stubborn.
  - II. Because of unyielding approach of union leader no agreement could be reached.
- (1) firm
- (2) adamant
- (3) rebellious
- (4) admonishing
- (5) disturbing

Directions (Qs. 44 to 50): Pick out the most effective word from the given words to make the sentence meaningfully complete.

- Q. 44. The non-cooperative attitude of the member can only \_ \_ the image of the society.
  - (1) spoil
- (2) improve
- (3) degrade
- (4) defame
- (5) deteriorate
- Q. 45. Nobody can\_\_\_ \_me to do anything which I do not want to do.
  - (1) encourage
- (2) request
- (3) oppose
- (4) compel
- (5) delegate
- Q. 46. The management of so many projects and of different nature\_\_\_\_ common capacity and vigour.
  - (1) demands
- (2) require
- (3) permits
- (4) urge
- (5) offers
- O. 47. It is in pursuit of these very objectives that our Government has made some basic changes in our economic policies.
  - (1) greatly
  - (2) constantly
  - (3) clearly
  - (4) largely
  - (5) precisely
- Q. 48. All the employees in the company are entitled\_\_ \_reimbursement of medical expenses.
  - (1) of
- (2) for (4) to
- (3) on (5) with
- Q. 49. The manager is to help his \_their potential in their subordinates\_ present as well as in their future assignment.
- (1) respect
- (2) train

- (3) delegate
- (4) judge
- (5) realise
- O. 50. The committee's most important recommendation, pregnant with\_ potentialities, is for the constitution of a separate development fund for every university.
  - (1) famous
  - (2) enormous
  - (3) conscious
  - (4) autonomous
  - (5) curious

50. (2)

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# Keep Smiling

We have already discussed how your first impression counts in building yourself up as a successful personality. The part played by your general appearance in terms of your bearing, dress and grooming were considered in some detail. In passing, towards the end, we referred to your countenance, the need for a smile, pleasant facial expression, hearty handshake, warm greetings in the right tone of voice and the use of correct and apt words which will induce the other individual concerned to react favourably. In other words, you have to pay attention to. in that order, smile, pleasant countenance which flows from your smile, hearty and manly handshake. warm, enthusiastic and happy greetings in the right tone of voice reflecting sincerity, interest, regards and respect, and finally the use of correct, apt and joyful words while opening the conversation.

A smile, more often than not, is honoured with a reciprocating smile. Your smile establishes an instant rapport with the other individual. The gap dividing yourself and the other person is greatly narrowed, if not totally eliminated, when you make the first impression with a smiling, pleasant, cheerful, happy and friendly face. As you know only too well, we unconsciously smile the moment we see or meet or catch the eye of a person whom we like A smile, therefore, means that you like the other individual. By using the smile in advance, and even before you get formally acquainted with the other person, you express your liking to him and convey your friendly feelings and regards towards him.

While meeting strangers you can adopt a friendly, pleasant and enthusiastic approach which appeals to them and makes them feel important. Or, you can display a neutral, indifferent, non-committal attitude which will put the other person on the defensive and force him to adopt a critical and careful attitude towards you. Worse still, you can also adopt a superior and offensive attitude which would make the other person feel completely hostile towards you.

You can see very well which attitude will pay and make you develop a successful personality. You have to show some kind of response and in this case even no response means some response as it will tall under the second category. It is always important from your point of view to show pleasure, interest, friendliness, enquiry, admiration, respect, regards, curiosity and willingness to help when you meet the other person. It is so easy to display or convey these feelings. As we said all these will be conveyed by a genuine smile from you. Avoid the mask-like front, toneless nonchalance and assumed indifference.

# IMPROVE YOUR PERSONALITY

Never keep your face impassive or in an angry superior way when you meet or start dealing with other individuals.

Always and at all cost, aim at looking pleased, happy and interested when you meet another human being, no matter how big, small, important or unimportant he might be. With a smile you win a lasting friend as the favourable first impression can easily be made to last till the end. Your smile makes you look lively and alert. It can even compensate to a great extent any limitations you may have in regard to your dress and grooming. Always and ever, therefore, start with a smile.

Think back and recall to your mind the person whom you consider as the most charming among your friends and acquaintances. Can you imagine that person without a smile? Never! The very first thing that will come to your mind about the charming individual is his or her pleasing, attractive and captivating smile. The first ingredient of charm and attractive personality is, therefore, a happy, friendly and genuine smile.

A smile instantly changes one's personality. Invariably, men are attracted to girls who have a natural smile on their face. The girls on their part find that they could readily repose their faith in those who have a pleasant and friendly smile. A smile ensures that your countenance and mood remain cheerful all the time. Smiling should come to you as a matter of habit. You must consciously practise in the beginning. Once you have developed the smile habit, it will stay with you forever.

A smile is contagious and spreads soon, so it helps you to create a favourable impact. People want to see happy faces because they want friends. Smile signifies sympathy, warmth, interest and understanding. Often we unconsciously return and reciprocate the smile of others, even if they are utter strangers to us. A smile can also help you later in your dealings with the individual to take the sting out of a complaint, refusal or even criticism.

However, the most important thing about the smile is that it should be genuine and sincere. It should come from the core of your heart and must be seen not only on your lips but also in your eyes. The spirit of your smile, the consideration, warmth, interest, friendliness and sympathy that develop in your heart towards the other individual must flow through your voice, words and handshake. We need not worry about your not-so-handsome face, poor complexion. inadequate dress or make-up and so on# when we find a genuine, happy, radiating smile on your face, eyes and heart. You wish to know how much a smile can accomplish. Then read this poem "Keep Smiling!" "My father smiled this morning when He came downstairs, you see, And mother; and, when he smiled, then She turned and smiled at me; And when she smiled at me I went And smiled at Mary Ann Out in the kitchen; and she lent It to the baker's man; So then he smiled at some one whom He saw when going by, Who also smiled, and, ere he knew, Had twinkles in his eve; So he went to his office, And smiled right at his clerk, Who put some more ink on his pen, And smiled back from his work. And when his clerk went home he smiled Right at his wife; and she smiled over at his little child, As happy as could be; And then the little girlie took The smile to school and when She smiled at teacher from her book, Teacher smiled back again. And then the teacher passed on one To little Jim McBride, Who couldn't get his lessons done No matter how he tried; And Jimmy took it home, and told How teacher smiled at him When he was tired, and didn't scold, But said, "Don't worry, Jim," And when I happened to be there That very night to play, Jim's mother had a smile to spare, Which came across my way; And then I took for a while Back home, and mother said. "Here is the very self same smile Come back with us to bed." Therefore, "Try Smiling." "When the weather suits you not, Try smiling: When your coffee isn't hot, Try smiling; When your neighbours don't do the right Or your relatives all fight, Sure it's hard but then you might Try smiling." "Doesn't change the things of course Just smiling; But it cannot make them worse, Just smiling; And it seems to help your case,

Brightens up a gloomy place;

Then, it sort 'O' rests your face,

Just smiling."

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e. Sauradh Sharma	MAHAMAYA NAGAR	
7 SHASHWAT MISHRA	AGRA	•
8 DEEPSHIKHA GOEL	BATHINDA	10
9 Subil Kimar agarwal	NEW DECHI	11
10 RUCHIKA GOEL	NEM DETKI	12
11 GEETSKA SRIVASTAVA	NGIDA	14
12 SIDDHARTH SINGH	NEW DETHI	15 .
13 AMANDEEP KUMAR	PATIALA	17
14 Prabhjot K Ghuman	LUDHIANA	19
15 BANSHI MOHAN RATHI	KISHANGARH	20 ′
16 VINAY GUGLANY	FAZILKA	22
17 YUAY KUMAR PAKWA	DELIN	24
18 MANISH KUMAR	BARNALA	31
15 VAMERI KRISHRÂ M	DURGAPUN	33
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23 SAURACH SETHI	Kurukehetra	38
24 MANUI GOEL	DELM	40
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36 EKANKA MUKHOPADNYAY	NEW DELHI	70
37 RAIAT MALOT	BANSWARA	74
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- 1. Which of the 'Navaratnas' of Akbar's court was called 'Kavi Priva'?
- 2. After which Indian scientist are a series of subatomic particles named?
- 3. Who succeeded Hitler as the leader of Germany in April 1945, and signed a peace treaty with the Allies four days later?
- 4. According to Hindu myth, which goddess is credited with having invented Sanskrit?
- 5. What title was adopted by the Turkish moderniser Mustapha Kemal in 1934?
- 6. In 1975, who became the first Indian to win the 'Man of the Match' Award in World Cup cricket?
- 7. The 17th Parallel, established in July 1954, marked the ceasefire line between which two Asian countries?
- 8. What is the full form of MHOW, the cantonment town in Madhya Pradesh?
- 9. Which medal was given to Mahatma Gandhi by the British Government in appreciation of his services during World War 1?
- 10. What was Nazi Germany's air force called ?

- 11. Which American socialist's 1919 work on the Russian Revolution was titled *Ten Days That Shook the World*?
- 12. In Hindu mythology, what is the name of the auspicious jewel Lord Vishnu wears on a pendant around his neck?
- 13. What name was given to the city of Yathrib by Prophet Mohammed?
- 14. Which man of letters played the lead role in the Saeed Mirza film, Mohan Joshi Haazir Ho?
- 15. Name the film directed by Adoor Gopalakrishnan that was based on the prison diaries of the Kerala poet, Vaikom Mohammad Basheer?
- 16. Which Academy Award winning actor co-produced the 1975 multiple Oscar winner, One Flew Over the Cuckoo's Nest?
- 17. What is the legal term for a person who has given false evidence under outh?
- 18. Which member of the Kapurthala royal family was the first Indian woman to hold a Central Cabinet post?
- 19. Which building serves as the headquarters of the US Department of Defence?
- 20. On 15 January 1948, who was appointed the first Indian Commander-in-Chief of the Indian Army?

### **ANSWERS**

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General K.M. Cariappa	.0Z	- Luftwalfe	10.
Pentagon	.61	Kaiser-i-Hind	.6
Rajkumari Amrit Kaur	18.	Military Headquarters of War	.8
Perjurer	.71	Mantail Atuod bas AttoM	٦.
Michael Douglas	<b>'91</b>	Farrokh Engineer	· <b>·9</b>
Mathulikal	·91	Attaturk	Ç.
inda2 mdaida	<b>'Þ</b> T	itswasta	.54.
Medina	13'	Admiral Karl Doenitz	3'
Kaustubham	15.	S.N. Bose	7.
John Reed	π.	[sdri8	٠,

# Latest In General Knowledge



MBRS: Multi-Barrel Rocket System India's own Multi-Barrel Rocket System, Pruaka has proved successful during field testing for assessing its capability during the Kargil conflict. Having a range of 39 kilometres, Pinaka can fire a salvo of 12 rockets within 44 seconds. One salvo each (12 rockets) fired from battery of six launchers can neutralise at a time a target area of 3.9 square kilometres.

IPLC: International Private Leased Circuits

The Videsh Sanchar Nigam Limited (VSNL) and Singapore Telecom (Singtel) on September 1, 1999 jointly launched managed International Private Leased Circuits between India and Singapore for easier connectivity to transmit data. Under the agreement, VSNL and Singtel will use highly advanced network management tools to provide the new service to customers. It will enable both the telecom organisations to view the international leased circuits status end to end.



Dadabhai Naoroji's Birth Anniversary: The 172nd birth anniversary of the great social and political reformer Dadabhai Naoroji was observed on September 4, 1999.

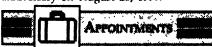
Teachers' Day: Teachers' Day was observed on September 5, 1999. The Day is marked by the birth anniversary of the great educationist and former President of India, Savepalli Radhakrishnan.

\( \frac{1}{2}\) ohann Wolfgang Von Goethe's Birth Anniversary: The 250th birth anniversary

of Germany's most famous poet Johann Wolfgang Von Goethe was observed in Germany on August 28, 1999.

Mother Teresa's Birth Anniversary: Mother Teresa's 89th birth anniversary was celebrated on August 26, 1999.

Rajiv Gandhi's Birth Anniversary: The nation paid homage to former Prime Minister Rajiv Gandhi on his 55th birth anniversary on August 20, 1999.



Chairman And Managing Director, VSNL: Mr. Shailendra Kumar Gupta was appointed Chairman and Managing Director of the Videsh Sanchar Nigam Ltd. (VSNL) on September 7, 1999.

Deputy Chief, IAF: Air Marshal S.G. Inamdar was appointed Deputy Chief of Air Force on September 6, 1999, replacing Air Marshal S.S.H. Naqvi who had resigned on personal grounds. His posting will be effective from October 1, 1999.

President, FFI: Mr. P.V. Gangadharan, director of the Mathrubhumi Group of Newspapers, was elected President of the Film Federation of India (FFI) on September 6, 1949.

President, Singapore: Mr. Sellapan Rama Nathan, a veteran diplomat of Indian origin was sworn in as President of Singapore on September 1, 1999. He is the second ethnic Indian after Mr. Devan Nair to hold the position.

Chairman, PTI: Mr. N. Ravi, Editor of The Hindu, was elected Chairman of the Board of Directors of the Press Trust of India (PTI) on September 2, 1999.

US Permanent Representative to the UN: Mr Richard Holbrooke was sworn in as the USA's Permanent Representative to

the United Nations on August 26, 1999.

Chairman, Company Law Board: Mr. Justice Ajay Kumar Banerji took over as Chairman of the Company Law Board on August 23, 1999 for a period of three years.

Chancellor, University of Wolverhampton: Lord Swraj Paul, a leading NRI and Chairman of the £500-million Caparo group was appointed Chancellor of the University of Wolverhampton, England w.e.f.

September 1, 1999. Before it, he was the Pro-chancellor of Thames Valley University in UK.

Director-General, WTO: Mr. Mike Moore, the former Prime Minister of New Zealand took over as the Director-General of the World Trade Organisation (WTO) on September 1, 1999.



Listening Now: Written by Anjana Appachana, the book deals with a unique relationship between a group of women. They share a very strong bond which forms the most significant part of the story. The book particularly portrays strange kinds of bonds, governed by patience and affection.

Once Was Bombay: The book written by Pinki Virani, is a portrayal of a city whose days of glory are past. Bombay's vibrant way of life was lost as a result of the riots and bomb blasts which was perpetrated in the name of language, religion and caste.

Faith And Compassion: This book of photo besay on the work of Mother Teresa and the Missionaries of Charity is authored by Mr. Navin Chawla, Principal Secretary in the Delhi Government. The text of the book is in two parts. The first part contains a history of Mother Teresa's life and work while the second part includes first person accounts by the Sisters of the Missionaries of Charity and volunteers.

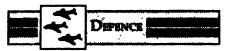


Railway Safety Review Committee: The Railway Safety Review Committee recommended on September 7, 1999 that matriculation should be the minimum qualification for "any job" in the Railways. According to the Committee, increased mechanisation of track maintenance demands greater powers of understanding". At present, employees such as gangmen, linemen and gatekeepers, are either illiterate or non-matriculate.

Disinvestment Commission: The Disinvestment Commission Chairman, Mr. G.V. Ramakrishna, on August 26, 1999 sought a national consensus on an eight-pronged economic blueprint, including privatisation of banks, saying reforms had lost steam since 1994 mainly due to "political uncertainty" and absence of a stable government. He advocated for privatising all banks, except the State Bank of India, and bring down Government's equity in financial institutions to below 51 per cent to give them more autonomy, besides merger of weak banks as part of financial sector reforms.



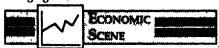
Recipients of Rajiv Gandhi Khel Ratna Award, Dronacharya Awards and Arjuna Awards with President K.R. Narayanan after receiving the awards at Rashtrapati Bhavan in New Delhi on September 1, 1999



Nag Test-Fired: The indigenously developed anti-tank missile Nag was successfully test-fired from the Interim Test Range (ITR) at Chandipur-on-Sea, about 15 km from Balasore, Orissa, on September 4, 1999. Nag's speciality is that it can make the tipper part of the tank vulnerable. It was first test-fired on September 9, 1997.



Public Services MBA Introduced: The Indian Institute of Public Administration (IIPA), New Delhi introduced the one-year Public Services MBA which was inaugurated on August 30, 1999. The programme is jointly conducted by the Department of Economic Affairs, IIPA, Birmingham University and the Civil Services College, UK. It is aimed at equipping middle management cadre of civil service managers with skills to improve the quality of public service and adapt it to the changing environment.



Inflation Increases to 1.67 per cent: The annual rate of inflation, based on the Wholesale Price Index (WPI) rose by 0.11 percentage points to 1.67 per cent for the week ended August 21, 1999 following a sharp rise in prices of edible oil and fuel. It was, however, less than one-fourth of 8.39 per cent in the corresponding period last year. The inflation rate had fallen to a 20-year-low of 1.19 per cent (provisional) for the week ended July 24, 1999 but had been soaring since then except for the week ended August 14, when inflation fell by 0.14 percentage points to 1.56 per cent.

Software Exports: According to Mr. D.P. Gupta, Chief (Co-ordination) of the Electronics and Computer Software Export Promotion Council, India's exports of Computer software and related services could reach \$50 billion before the targetted year 2008 if value-added products get priority attention.

Indía's Exports Up: India's exports in the first four months (April to July) of the current financial year were estimated at \$11.04 billion, 4.04 per cent higher than the level of \$10.61 billion during April-July 1998-99. In rupee terms, the exports grew by 8.45 per cent during this period.

India's Oil Imports: India's petroleum oil imports in the first four months (April to July) of the current fiscal year registered a 51% increase at \$2.75 billion over the corresponding period of 1998-99 (\$1.823 billion).

FIPR Approves Satyam Infoway's ADR Issue: The Foreign Investment Promotion Board (FIPB) okayed Satyam Infoway Ltd.'s request to raise its proposed American Depository Receipt (ADR) issue by around Rs. 275 crore to Rs. 516 crore on August 30, 1999.

Singtel—Asia's First Trading Portal: Singapore Telecom Ltd. (Singtel), together with subsidiary National Computer Systems Pte Ltd (NCS), launched Asia's first businessto-business electronic procurement portal, SESAMI.NET on September 1, 1999. The portal, operated by a newlyformed SESAMi.com Pte Ltd, allows on-line trading and links buyers and sellers to a market place of 5,000 suppliers with five million products. SESAMi.com also offers electronic solutions across the procurement chain from checking delivery to payment. RBI

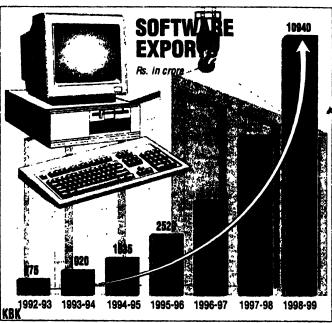
RBI Projects
GDP Growth at 6.5 Per Cent: According to the annual report of the RBI, released on August 24, 1999, the real growth rate of Gross Domestic Product (GDP) is projected at 6 to 6.5 per cent for the current fiscal year 1999-2000. The inflation rate during the year is likely to remain low at around 2 to 3 per cent much below the long-term trend, which was about 8.5 per cent a year for the past three decades. However, the RBI warned that the high fiscal deficit cannot be sustained for long even if the country's real GDP grows at an average of 6 to 6.5 per

cent annually in the coming years.

Maruti Launches Zen Classic: The auto grant Maruti Udyog Limited (MUL) introduced another variant of its popular small car 'Zen' named Zen Classic, with classic looks and different interiors at a price of Rs. 3 64 lakh on August 23, 1999. Zen Classic is Euro-I emission norms compliant. With this launch, MUL now has five variants of Zen. The Zen LX and Zen VX models are available at a price of Rs. 2.89 lakh and Rs. 3.39 lakh (ex-showroom, Delhi) respectively while both Zen (diesel) and Zen (automatic) are being sold at Rs. 4.18 lakh.

Rajasthan's Vision 2020: Rajasthan has launched a new prospective plan—Vision 2020 aimed at providing a "sustainable base to the mining industry" in the State to reorient itself to the new requirements. Said Mr. Rajiv Sharma, Secretary to Mines Department in Jaipur on August 22, 1999: 'Presently every year the department is earning Rs. 300 crore from mining exploration works, but with a sustainable mineral development, the target can be geared up to Rs. 9000 crore by 2020".

RBI Classifies 249 Banks in the Weak Group: According to RBI, it has classified 249 banks under the category of weak banks a. on June 30, 1999. This is based on the findings of inspection reports and returns received. Such banks either have not followed the minimum capital requirements or their overdues and erosion in asset value are beyond the prescribed norms.



RBI Simplifies Forex Norms for Students: According to the report published on September 1, 1999, the Reserve Bank of India (RBI) has eased the procedure for release of foreign exchange to students studying abroad. Under the procedure students need not produce journey tickets for availing of foreign exchange and authorised dealers can release the exchange in the form of a draft, telegraphic transfers, traveller's cheques and in the name of the student or educational institution as desired by the applicant.



UNDP Race Against Poverty Award: Six persons were selected for 1999 UNDP Race Against Poverty Award or. September 7, 1997 in recognition of their success in overcoming poverty or promoting the fight against it. The six recipients are Dietrich Fischer of Germany, Victor Estrada Quisperof Bolivia, Athanase Rwamo of Burund, Abdallah Mohammed Omar Bagni of Egypt, Mookda Intrasan of Thailand and Elmaz Alimovna Appazova of Ukraine.

Vallathol Award: Prof. S. Gupta Nair was selected for this year's Vallathol Award, a prestigious literary award in recognition of his works in Malayalam on September 6, 1999.

UNESCO Noma Literacy Prize: The National Literacy Mission was selected on September 6, 1999 for Noma Literacy Prize for the year 1999 for initiating a total literacy campaign in India. The award given by UNESCO comprises a cash prize of \$15,000 (more than Rs. 6 lakh) and a silver medal. The Noma prize is one of the four literacy prizes awarded by UNESCO.

Indira Priyadarshini Vriksha Mitra Award: Mr. Rongura Hrasel of Mizoram was selected for the Indira Priyadarshiri: Vriksha Mitra Award for 1997-98 for his outstanding contribution to afforestation and plantation. The award carried a cash prize of Rs. 50,000, a plaque and a citation.

Rajiv Gandhi National Sadbhavana Award: Mr. Jagan Nath (aul popularly called 'Papaji' of the SOS Villages of India was resented the Kajiv Gandhi National Sadbhavana Award on August 10, 1999 in recognition of his 35 years of service in promoting unity ind brotherhood among the younger generation.

Sulabh International Honest Man of the Year Award : vir. Khushwant Singh, an eminent journalist and author, has been elected for the Sulabh International Honest Man of the Year Award or 1998 in recognition of his honesty and moral courage to speak out the truth through his brilliant and readable writings. The award which carries Rs. 10 lakh in cash, a golden plaque, a gold pendant ind a citation, is given by Sulabh International Social Organisation innually to an outstanding personality who has shown the highest evel of public honesty and commitment in his/her work.

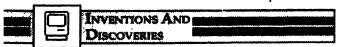
B.P. Mandal Memorial Honest Leader Award: The former Prime viinister, Mr. V.P. Singh was selected for the B.P. Mandal Memorial Ionest Leader Award on August 24, 1999 for his service towards he upliftment of the depressed sections of the society. The award

arries a citation and a cash component of Rs. 10,000.

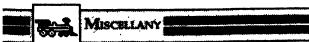
Guru Kelucharan Mohapatra Awards: Four personalities selonging to the world of performing arts were selected for the Suru Kelucharan Mohapatra Awards for 1999. They include elebrated exponent of the Odissi dance-form, Guru Pankaj Charan Das, noted stage artistes Durlabha Chandra Singh and Manimala Devi and renowned exponent of Odissi style of music, Pandit Cashinath Pujapanda, the Director of Srijan, an academy on Odissi

Scholarly Achievement Award: Mr. Sitaram Sharma, Deputy secretary-General of the World Federation of United Nations Association was presented the Scholarly Achievement Award by he Institute of Oriental Philosophy, the Association release said on August 20, 1999. The award was given to him for his contribution o the promotion of peace and culture throughout the world through nis dedication to research and the advancement in the field of philosophy and science.

Women's World Summit Foundation Awards : Six Indian vomen-Ms. Swarnalata Devi, Ms. Radhaben Bhanabhai, Ms. Suseela Devi, Ms. Agnes Rudrapati, Ms. Sangrami Devi and vis. Krishnamal Jegannahan were selected for this year's awards or Women's Creativity in Rural Life, by the Geneva-based Women's Norld Summit Foundation. The award carries a cash prize of \$500



Inscriptions Found: Three inscriptions in Kannada dating back o the 11th and 12th century pertaining to the Rashtrakoota dynasty, were found at Mulgund village, 60 km from Dharwad in Gadag listrict of Karnataka. The first inscription with 50 lines, was dated semiember 1, 1019 B.C. The second inscription, found on a pillar of he Annadameshwara temple, was dated December 16, 1224 B.C. The third found, inside a basachi, mentions the idol of Parshwanatha had been consecrated for the second time.



3-Dimensional Model Maps: Geophisical Information System (GIS) technology scientists are planning to develop what they call as Triangulated Irregular Network (TIN) for building threedimensional model maps having potential applications in mapping strategic areas such as Kargil or for building dams in difficult terrains with Triangulated Irregular Network, you can measure the slopes of an area on which you would like to construct a dam. It gives you the efficiency to visualise and plan accordingly, said Mr Hujangarao, research associate of the Tata Energy Research Institute (TERI). The ability to map out the third dimension also helps when one is planning to put up windmills or implementing projects on watershed management.

Gorld's Highest Hotel: The Grand Hyatt Shanghai, which is described as the world's highest hotel by the Hyatt group and Chinese officials, has formally opened in Shanghai on August 28, 1999. The Five-Star hotel occupies the top 35 floors of the recently completed 88-storey Jinmao Tower, the third tallest building in the

world at more than 421 metres in height.

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Cost of Elections: The Election Commission said on August 29, 1999 that the cost of elections has increased by a whopping 8,000 per cent over the past 32 years with the current elections entailing an expenditure of Rs. 900 crore, up from Rs. 11 crore in 1967.

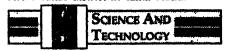
Pakistan Declares Strikes as Terrorist Acts: Amidst growing threats of a mass movement by opposition parties in Pakistan, Nawaz Sharif Government through an ordinance promulgated by President, Mr Rafiq Tarar on August 27, 1999, declared as "terrorist acts" fomenting any internal disturbance through "illegal" strikes, goslows or lock-outs. The government warned that such acts would be tried in a special anti-terrorist court



Integrated Solar Combined Cycle Power Project: The Central Electricity Authority (CEA) approved an Integrated Solar Combined Cycle Power Project, which would be the first of its kind in the world, said a press report on August 31, 1999.

Kaiga Atomic Power Project: The Unit II of the Kaiga Atomic Power Project is poised to go critical by mid-September this year. After its criticality, the unit would become ready to generate power The project is located at the foot of the Western Chats, about 47 km from Karwar in Uttara Kamada in Karnataka.

Cuddalore Power Project: According to the report published on August 25, 1999, the Central Electricity Authority (CEA) has given techno-economic clearance to the Cuddalore Power Project, the largest in the country with an estimated cost of Rs. 6400 crore. The project which comprises two units of 660 mw each, would be installed in South Arcot Vallar district in Tamil Nadu.



UNICEF Study: According to a UNICEF study, 55 per cent of Indian children die of malnutrition alone under the age of five. It was UNICFF message on National Nutrition Week which began on September 1, 1999.

Global Emissions Decline: According to a study by the World Watch Institute released on September 2, 1999, global emissions of carbon from combustion of fossil fuels declined last year by 0.5 per cent to 6.32 billion tonnes for the first time since 1993 despite moderate growth in the world economy.

Anti-Cancer Herb: According to a Press report dated August 30, 1999, Dr. Sushil Kumar, Director, Central Institute of Medicinal and Aromatic Plants, has said that the scientists tayour further research on the ancient herb Ashwagandha that has emerged as the Indian Ginseng with its remarkable aphrodisiac properties. Latest studies have revealed that Withaferin A, present in the leaves of plants, has anti-tumour effects without any noticeable toxity. This could prove a good source of a potent and relatively safe radio sensitiser or therapeutic

agent. Further studies are required to explore the plant's potential for cancer therapy.



Ariane Puts Korean Satellite Into Orbit: Western Europe's 120th Ariane rocket blasted off from French Guyana an September 4, 1999 putting into orbit a communications satellite for South Korea. The launch was the fourth Ariane mission this year and the 46th consecutive successful launch of an Ariane-4 rocket.

Russia Launches Proton: Russia safely launched a Proton rocket carrying two Russian satellites from the Baikonur Space base in Kazakhstan on September 6, 1999 This was the first launch since a similar rocket exploded after lift-off two months ago scattering toxic debris across the Kazakh steppe.

Mir Full-Time Crew Returns To Earth: The final full-time crew of Russia's Mir space station landed safely in a deserted steppe in Kazakhstan on August 28, 1999 after bidding farewell to the 13-year-old orbiter as a prelude to its abandonment in 2000. The crew included the cosmonauts—Commander Victor Afanasyev and Mr. Sergei Axdeyev and French astronaut Jean-Paul Haignese. The Soyuz capsule hit the ground smoothly about 1,100 km northwest of Almaty, Kazakhstan. Next year, the Mir is scheduled to leave outer space, burning up in the atmosphere and scattering some remnants in the Pacific Ocean.

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### And Now

# Super Brain Awards Super Personality Awards

# CSR Gold Awards 2000

It was indeed a mindblowing extravaganza that saw the rallying point of India's brains and beauties at the CSR Awards '99 ceremony at the Convention Hall of the Ashok Hotel in New Delhi on the glittering evening of February 14, 1999.

It goes to the credit of CSR to have assembled under one aegis a rich mosaic of India's beauties and brains, a feat never before accomplished by any other organisation, government, private or voluntary.

While Nobel Laureate and Bharat Ratna, Prof. Amartya Sen won the prestigious CSR Man of the Year Award, eminent journalists, educationists and, intellectuals Mr. Justice P.B. Sawant, Chairman, Press Council of India, Prof. V.R. Mehta, Vice-Chancellor, University of Delhi, Prof. P.K. Dave, Director All India Institute of Medical Sciences, New Delhi, Mr. Virender Mohan, Editor-in-Chief, United News of India and Mr. Joginder Singh, former CBI Director bagged the Super Brain of India Awards. Besides Film, TV, and stage personalities Kumar Sanu, Mamta Kulkarni, Varsha Usgaonkar, Satish Kaushik, Anand Raj Anand, Penaz Masani, Bhupinder Chawla 'Bhupi', Bali Brahmabhatt, Divya Chauhan, Sapna Awasthi, Raju Manwani and Vikas Bhalla, the celebrities from the world of entertainment walked off with the Super Personality of India Awards.

For CSR the evening of February 14, 1999 was also a fascinating rendezvous with the future of India—the youth fired with a mission to change the course of events for the better. While Ms. Abhijita Kulshrestha and Mr. Arnav Medhi wrested the Super Brain Youth Awards, Ms. Purva Merchant and Mr. Iqbal Wani bagged the Super Personality Youth Awards.

The Super Brain Super Personality Contest 2000, open to all citizens of India in the age group of 20 - 27 as on June 1, 1999, will be conducted in two stages. As part of Stage I, there will be a Super Brain Essay Contest every month. Four new topics for the Essay Contest will be announced. The candidates will write an essay on any one of the following topics.

# Topics : (i) Elections '89 (ii) Whither Indian Democracy (iii) Knowledge is Power (iv) India—A Tourists' Paradise First Prize : Intellectual Trophy of the Month (Three Days/Two Nights Stay in Musecoris—Re, 6000 Hotel vouchers), Books worth Rs. 750 and a Certificatia Consolation Prizes (Eight) : Books worth Rs. 300 each and a Certificate Finalists (Twelve) : A Fully Paid 4 Days-S Nights trip to Delhi.

As suggested by most of you, there will be four First Prize Winners every month. In other words, four essays on four different topics will be chosen for the Four First Prizes. In each contest will thus emerge four Intellectuals. All the four first prize winning essays will be published in CSR. The duration of the Contest will be six months.

At the conclusion of the 6-month Essay Contest, all the 24 prize winners will be sent a General Knowledge Paper (Descriptive Type) as the second part of the Stage I of the Contest. On the basis of the evaluation of the answers of the General Knowledge Paper, there would be a final selection of 12 contestants out of the 24.

As part of the Stage II of the Contest, all the 12 finalists will be invited to participate in the Super Brain Youth Contest 2000, to be held in New Delhi in February/March, 2000. The second stage of the Contest will comprise the following three phases: (i) A Short Essay Writing contest on a given topic (Maximum marks 100); (ii) Personality Assessment, Group Discussion, Interview, etc. (Maximum marks 100); and (iii) General Knowledge round. (Maximum marks 100).

The General Knowledge and Extempore Speech rounds will take place before a large gathering of invited guests.

On the basis of the performance of the second stage of the Contest, the panel of judges will select Super Brain 2000. Two Runners-up (I and II) will also be selected.

Winners of Super Brain Youth Awards will get many other prizes in addition to a Return Ticket to LONDON, Super Brain Trophy and a Gold Medal. There will be a lot of other prizes and surprises for winners.

THERE IS NO ENTRY FEE. Entries for Essays should not exceed 2000 words and should be typed double-spaced on one side of the paper and must be accompanied by latest (1) passport size (bust) and (2) full-length black and white photographs. Photographs should be taken in formal dress, i.e., men wearing a suit/shirt with tie and women wearing a blouse and seres/top and skirt/salwar kameez as if appearing for an interview/Personality Test. Name address and telephone number (along with STD Code) of the contributor along with biodata must be written on the first page of the entry and only name on the back of the photograph. Do not write anything, or sign or affix rubber stamp on the front of the photograph. Mutilated or old photographs will not be accepted. Handwritten entries or entries without photographs and incomplete blodata will not be considered. All entries received will be the exclusive property of Competition Success Review. Only original essays will be considered. The contributor will be solely responsible for any violation of the Copyright Act where the material submitted for the Contest is not original. Editor's decision will be final and binding. Prizes can be substituted. No correspondence will be entertained in this regard. Entries should be marked in the properties of the entries for the Fifth Super Brain Essay Contest 2000 is October 30, 1999.

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# ELECTIONS '99

### What Are We Heading For?

Prof. Rajinder S. Dhillon
Recipient Of 'H R Gokhale & The Hindustan Times' Medals in Journalism

The Grim Picture

Poverty, misery, starvation, squalor, inder-nourished, ill-clad children, population explosion, illiteracy, inemployment, communalism, egionalism, caste and faction-ridden ociety, sponsored-cross border terrorism, nfiltration, deteriorating security invironment, broad daylight murders, lacoities, gangrapes, drug trafficking, muggling, rampant corruption, sureaucratic red tapism, adulteration, purious drugs, drug addiction, high rate of nfant mortality, child abuse, bonded abour, labour unrest, social tensions, sad slight of ever-suffering, rarely complaining vomenfolk, dowry related deaths, massive ax evasion, rising fiscal deficit, slackening aport growth rate, rising cost of living, infavourable balance of payments, high lebt service ratio, infrastructural lacunae, ll-equipped hospitals, the general ill-health if the nation, moral bankruptcy and a hredded political fabric.

Is this the India of 1999, India on the hreshold of the new millennium? What a ontrast to the dreams envisaged by the lather of the Nation, Mahatma Gandhi, the lobel Laureate Rabindranath Tagore, and tumerous other heroes who sacrificed verything to free India from the foreign hackles!

Perhaps the responsibility is ours—we, the ecople of India, who gave unto ourselves the lonstitution of India and got adult suffrage. What a wielding of power—sending our ep rentatives to the 11th, 12th and 13th Lok abha in a span of three years!

And what kind of representatives? Does he plight of Inoia, which sends shivers down me's spine, stir the conscience of our epresentatives in whose hands lies the lestiny of this nation? The cries of the ommon man fall on their deaf ears who, Jued to their chairs, have turned a blind eye of the woes of the nation, by which it is plagued.

### A Flashback—April 1999

The drama unfolds itself. It had been in



the making for all of the 13 months the Bharatiya Janata Party (BJP) and its allies shared power at the Centre. Ms. Jayalalitha had made BJP dance to her tune and made its leaders airdash to Chennai more often than they visited their own constituencies. Madam had to be pacified every time she came up with a set of fresh demands. And when Vajpayee government thought enough was enough, she pulled the carpet from under their very feet. With the support of 18-member AIADMK party withdrawn, Vajpayee government (with a razor thin majority) was left tottering.

In a debatable move, the President asked the Prime Minister to seek a vote of confidence when the Parliament was in session and the budget was to be passed. Finally, after three days of acrimonious debate, the Lok Sabha took up the crucial voting on April 17. The volte-face by the BSP, whose leader Ms Mayawati had declared a day before the crucial vote that her party would abstain from voting, the National Conference member Saifuddin Soz voting against the party's whip and the Orissa Chief Minister Giridhar Gamang exercising his controversial voting right according to his "conscience", contributed to the defeat of the Vajpayee government by a solitary vote (269/270).

The efforts to install a new government began but were doomed from the very beginning. Mr. Mulayam Singh Yadav, leader of the Samajwadi Party, put icy cold water on the hopes of the Congress Party of forming Government at the Centre with Sonia Gandhi as Prime Minister. Even West Bengal Chief Minister, Mr. Jyoti Basu, as Prime Minister, was not acceptable to all political parties and groups (including his own-CPI (M) who had conspired to topple the BJP Government.

Finally, the 12th Lok Sabha, constituted on March 10, 1998, was dissolved on April 26, 1999 by President Mr. K. R. Narayanan. It had the shortest term of 412 days.

THE 12 LOK SABHAS			
	Date of	Date of	
	Constitution	Dissolution	
First Lok Sabha	17.04.1952	04.04.195~	
Second Lok Sabha	05.04.1957	31.03.1962	
Third Lok Sabha	02.04.1962	03.03.1967	
Fourth Lok Sabha	04.03.1967	27.12.1970	
Pifth Lok Sabha	15.03.1971	18.01.1977	
Sixth Lok Sabha	23.03.1977	22.08.1979	
Seventh Lok Sabha	10.01.1980	31.12.1984	
Eighth Lok Sabha	31 12.1984	27.11.1989	
Ninth Lok Sabha	02.12.1989	13.03.1991	
Tenth Lok Sabha	20.06.1991	10.05.1996	
Eleventh Lok Sabha	15.05.1 <del>99</del> 6	υ <b>4</b> .12.1997	
Twelfth Lok Sabha	10.03.1998	26.04.1999	

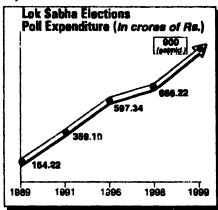
# Role of the Election Commission

With the dissolution of the 12th Lok Sabha, the onerous task of conducting free

and fair polls finally rested on the Election Commission (EC) comprising Chief Election Commissioner, Dr. M.S. Gill, and Election Commissioners Mr. G.V.G. Krishnamurthi and Mr. J.M. Lyngdoh.



With the requirement of 45 lakh full time personnel for ensuring a free and fair poll, setting up of 8 lakh polling stations, involving the elaborate work of printing of ballot papers and stocking of poll material and costing the exchequer an estimated Rs. 900 crores, it was indeed a mammoth exercise. According to the Chief Election Commissioner, Dr. M.S. Gill, who was summoned by the President from the US to start the massive exercise, an Indian general election is "the mother of all elections... 600 million voters ... the scale would worry anyone."



The Commission announced a five-tier election schedule on July 11. But it clashed with the festivals and posed administrative and logistic problems. The revised poll schedule was announced on August 3 with the polls scheduled to take place in five phases on September 5, 11, 18, 25 and October 3, 1999, the counting beginning

on October 6 and the election process expected to be over by October 19. The five-phase election, spread over four weeks, was necessitated not only by the extraordinary situation prevailing in Jammu and Kashmir but also due to seasonal factors. The





Commission also announced simultaneous Assembly elections in Karnataka, Sikkim, Andhra Pradesh, Maharashtra and Arunachal Pradesh and assembly byelections in eight States.

The Election Com-

mission decided to use electronic voting machines (nearly one lakh) in 46 Lok Sabha constituencies in 17 States and Union Territories for about six crore voters in 65,000 polling stations. All seven Lok Sabha constituencies in Delhi had this privilege. The Commission launched a major awareness and training campaign through print

Constituencies in Deini had this privilege. The Commission launched a major awareness and training campaign through print and electronic media before introducing the machines on such a large-scale. It also decided to take the services of the NCC for the first time in view of the diversion of the Central Paramilitary Forces to Jammu and Kashmir.

### Opinion and Exit Polls Controversy

The Election Commission directed the media not to be partisan in the coverage of the election. It also imposed restrictions on the publication of opinion polls and exit polls. However, the guidelines stated that the exit polls could be conducted but results cannot be published or telecast prior to October 3, the last date of the five-phase polling. This direction of the EC became controversial. Some welcomed the action saying that publication or dissemination of opinion polls on the eve of election could influence the voters' opinion and the publication of the results of an exit poll after one phase could influence the electorate slated to vote in the other phases. Those against the action wondered how the EC could infringe upon the Fundamental Right to information and expression under the garb of its guidelines. The matter ultimately went to a five-member division bench of the Supremo Court.

The controversies apart, one must appreciate the Commission's efforts to conduct free and fair

### TWELVE GENERAL ELECTIONS AT A GLANCE

		AT A	GLANC	E	
Year	Elective seats	Candi- dates	Electorate	Voter turnout*	Polling stations
1952	489	1,864	173,213,635	61.2%	196,084
1957	494	1,591	193,652,069	62.2%	220,478
1962	494	1,985	216,372,215	55.0%	238,244
1967	520	2,369	249,003,334	61.3%	267,555
1971	518	2,784	274,094,493	55.3%	342,944
1977	542	2,439	321,174,327	60.5%	358,208
1980	542	4,620	355,590,700	56.9%	434,442
1984	542	5,481	399,816,294	64.0%	505,751
1989	543	6,160	498,906,429	62.0%	579,810
1991	543	8,699	514,126,380	61.0%	594,797
1996	543	13,952	592,572,288	57.9%	767,462
1998	543	4,750	605,884,103	62.0%	773,494

\*Excluding Jammu & Kashmir. \*\* Based on valid votes for 1952 & 1957
Source: PTB, Ministry of Information & Broadcasting

elections in the largest democracy, with the fear of booth capturing, bogus voting, disruptions, riots, murders always looming large.

### Preparing for the Fight

The Bharatiya Janata Party's astute leaders understood the public pulse and realising that while on its own strength the party may emerge as the single largest party, but was in no position to secure an absolute majority in the Lok Sabha, decided to carry in its wagon two dozen minor and major satraps and thus, was formed the National Democratic Alliance (NDA). The BJP allies also wanted to take advantage of the rising popularity of Mr. A.B. Vajpayee and have woven their dreams around him.

### **NDA Manifesto**

The NDA proposes to provide a stable, honest, transparent and efficient government. The BJP forsake its three contentious issues of the Ram Mandir, abolition of Article 370 (special status for J & K) and the uniform civil code to facilitate the formation of the alliance. Its manifesto promises 33% reservation for women, primary education for children and development bank for women entrepreneurs, among others. On the economic front it proposes a strong swadeshi thrust to ensure that 'India is built by Indians'. It proposes to eradicate unemployment and earmark 60 per cent of the planned funds for agriculture, rural development and irrigation.

### **Congress Manifesto**

Congress, for sometime, harped on the tune of going to the polls all by itself. However, the stark reality looked it in the face and the stance started changing: An understanding to restrain the 'communal onslaught of BJP' has been reached with the RJD (read Laloo Prasad Yadav), the AIADMK (read Ms Jayalalitha) and some of the left parties who are not averse to lending support to Congress on the plea of fighting communalism.

The 1999 Congress manifesto and its proposals show the extent of its subtle evolution in recent years. It rediscovers itself as the major political party of the country and envisages its role in the modernisation and growth of India in the new millennium. On the same note, it also identifies itself with the grassroot level of society comprising the poor, deprived and the dalits. With an eye on Mulsim vote bank, it promises a 10% reservation for jobs for them. It proposes to build an economy on the basis of self-reliance, which seems to echo the BIP ideology of swadeshi. It also plans to create one crore jobs annually and provide double agricultural credit to small and marginal farmers. The manifesto ridicules coalition governments for their failure to provide good governance and prevent frequent polls. The choice it has offered is between a 'cohesive' Congress alternative and the 'tailed BJP-led coalition'.

### Other Manifestos

Because of the emergence of the coalition era, smaller parties based on castes, regions

and other considerations are receiving prominence on the national level. Hence, one cannot ignore their presence and overlook their ideologies. The Janata Dat (Secular) promises to provide reservations in government jobs for minorities. The



Communist Party of India in its manifesto claims, 'equidistance is not a sustainable policy.' It proposes to work for the defence of secularism. The All India Forward Bloc (AIFB), however, proposes to remain equidistant from both the Congress and the BJP. The Rashtriya Janata Dal (RJD) manifesto promises a decentralised economy, to revamp the National Security Council and to fight corruption. The breakaway group of the Congress, the National Congress Party (NCP), has chosen to remain equidistant from "the communal BJP" and "the authoritarian and undemocratic Congress". Its manifesto suggests electoral reforms and the transformation of administration in "a neutral, transparent and accountable entity".

### **Politics Sans Ideology**

The proliferation of parties has given rise to politics sans ideology. And since no ideologies are involved, swapping allies to form pre-poll or post-poll alliances has become a matter of electoral convenience.

According to the Director of the Indira Gandhi Institute of Development Research (IGIDR), 'Both Congress and NDA manifestos seem remarkably similar. And that is a positive sign.' In a desperate attempt to woo the voters, the parties have made a concerted effort to sound similar in their manifestos. They have, however, talked of tall promises which in no manner would appeal to the common man for whom such promises have made no differ ce in his standard of living in the past five decades. In such a situation, it becomes a dilemma for an average voter to distinguish between one party and the other, one politician and the other and one ideology and the other. This is reflected in the fractured verdict by the electorates in the successive elections in the recent past.

### **Issueless Fight**

There is no hesitation in calling the India's 13th general elections as one of the

dirtiest elections in the country. There are no issues involved and the socalled issues are nonissues. In the past, personalities were important but there were always issues to fight over: 1977— Emergency; 1980— Failure of the Janata





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- Candidates should not apply again on receipt of the Prospectus.
- Candidates wishing to obtain Prospectus before applying for the Programme should send a crossed Demand Draft for Rs. 100/- favouring IIFT, New Delhi.
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- IIFT will not be responsible for postal delay or mishap
- Application fee will not be refunded.
- Right reserved to change/cancel any Test/ Interview Sentre.

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- 3. Date of Birth
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- 5. Tel. No./ Fax No., if any
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- 7. Centre Opted for Written Test
- Centre Opted for GD and Interview (Any of the centres for written test except Ahmedabad, Bhopal, Chandigarh and Guwahati)
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- 10 Demand Draft No with date and full postal address of the Issuing Bank
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  - a Nationality (For foreign nationals only)
  - b. GMAT score

Signature of the Applicant.
Date

Passport

size Photograph

### **Enclosures to the Application**

- Two passport size photographs One pasted on the application and the other, with name of the candidate written on the back, stapled along with it
- Crossed Demand Draft for Rs 900/- (Rs 450/- in case of SC/ST and US\$30 in case of Foreign/NRI candidates) favouring Indian Institute of Foreign Trade, New Delhi
- · Four typed self-addressed adhesive labels

IMPORTANT DATES		
Last Date for Receipt of Applications:	Monday, 15 November 1999	
Written Examination	Sunday, 16 January 2000 (10.00 a m to 12 00 Noon)	

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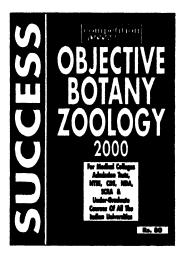
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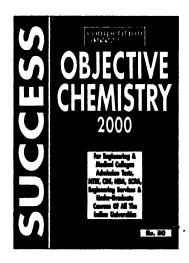
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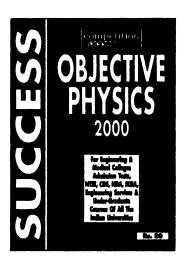
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B-5 Prabhat Kiran, Rajendra Place, New Delhi-110008 Phones: 5712898, 5718495, 5761086 Fax: 011-5754647 Government; 1984-Under the shadow of Indira Gandhi's assassination: 1989—Bofors: 1991-Mandal Commission and Ram Temple overshadowed by Rajiv Gandhi's assassination; 1996—Hawala and other

The present election campaign is being conducted entirely at the level of personalities. It's a campaign of denigration where abusive language and slander remarks make an Indian's head bow in shame. It seems the Congress has only one-point agenda-"Mr. Vajpayee lied about Kargil and is involved in telecom. wheat and sugar scams". Similarly, it appears "Mrs. Sonia Gandhi is a foreigner" is the national agenda for the BJP. Let's see how the two main rivals-BIP and Congress fought over the following so-called issues:

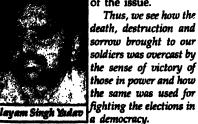
### Kargil

While India was basking under the glory of the success of the 'bus diplomacy' at Lahore, Pakistan infiltrators, backed by Pakistani soldiers intruded the Line of Control (LoC) in gross violation of all earlier agreements. The government, under Prime Minister Mr. A. B. Vajpayee, after an initial reluctance to respond to the "some kind of movement" in the snow-clad Batalik region, launched Operation Vijay to flush out the infiltrators from the Indian soil. After over two months of intense fighting and heavy casualties, India was successful in pushing back the intruders across the LoC. Kargil exposed the intelligence failure and ill-preparedness of the defence forces. Kargil also made it clear that Pokhran II was successful in posing as a nuclear deterrent against a fullfledged war, but not against a clandestine

The BJP harped on the Kargil victory in its election campaign. It claimed that the government meted out a humiliating defeat to Pakistan in Kargil. The BJP portrayed Prime Minister, Mr. Vajpayee as the real Kargil hero, showing him with the defence chiefs.

The Congress criticised the BJP for usurping the credit from the country's soldiers who fought successfully at Kargil. It blamed that intoxicated by the bus ride, the government was negligent. It countered the BJP's claim of victory by saying that it was because of the government's intelligence failure that hundreds of brave jawans lost their lives. It severely rebuked the BJP

for gaining undue political mileage out of the issue.



### Foreign Origin

The foreign origin of the Congress president, Mrs. Sonia Gandhi and the xenophobia of the BJP catapulted into the swadeshi-videshi fight with Mrs. Sushma Swaraj in Bellary constituency contesting against Mrs. Sonia Gandhi.

The BJP remarked that Mrs. Sonia Gandhi, though an Indian citizen, is a person of foreign origin and so, should not occupy the highest post in the Executive after the Lok Sabha elections. It pointed out that Mr. Sharad Pawar, Mr. P. A. Sangma and Mr. Tariq Anwar left the Congress because they were against the idea of having a foreigner as the country's Prime Minister. The party contended that only a natural born Indian should become the Prime Minister and no self-respecting nat a could allow a 'foreigner' to occupy the highest seat in the Executive.

The Congress belittled the issue on the context that the Constitution does not make it mandatory for a candidate standing for the prime ministership to be an Indian by birth (the candidate should be an Indian citizen). The Congress President said that the issue was for the people to decide and that she was hopeful of garnering the people's mandate.

Is it not surprising that the issue of the foreign origin has taken precedence over poverty, unemployment, corruption, backwardness, economic instability etc. ?

### Coalition Experiments

The BJP blamed the Congress for the collapse of two governments at the Centre.

The Congress on the other hand vociferated that all the coalition experiments had always remained shortlived. It criticised the BJP for its failure in coping with its allies, each trying to pull the alliance in different directions. But the party changed its stance later by saying that it does not mind coalition in the case of hung Parliament.

Would the country mind if the coalition government is able to attend to its needs and bring prosperity to it?

### Scams

The Union Cabinet cleared the telecom package to give relief to the private telecom services operators on July 7, 1999. The package was to be effective from Augusi 1 and was to allow all cellular, basic, paging and value-added service operators to migrate from licence fee system to revenue sharing system The measure was taken up to provide relief to the service providers who were hard hit by the poor demand for services.

However, the package could not be implemented as scheduled, as the Congress and other opposition parties strongly condemned the move since the package was cleared on the eve of elections.

The Congress, during the election campaign, also put Prime Minister,

Mr. Vajpayee in the dock over sugar deal. It questioned Mr. Vajpayee's integrity by alleging that he actively connived in the import of sugar worth Rs 900 crore from Pakistan. It also alleged that the deal benefited the



ISI-controlled Army Welfare Trust and Pakistan premier Mr. Nawaz Sharif's family. The party called it 'the scandal of the

century. Sugargate'.

The BJP leaders talked of Congress and its allies as the people with soiled hands, who over the long period in which they ruled the country, wrecked it. Besides the much-publicised Bofors scandal, there have been a large number of scams during the Congress regime. Starting with multicrore securities scam, urea scam, JMM bribery case, Chandraswami cheat-ing case, Jain hawala case, fodder scam, dhoti purchase scam, sugar scam, housing scamthe list is fairly long.

### Propaganda Political Vendetta and Personal Vilification

Since no major issues have been dealt with by the political parties, they blended the election campaign with propaganda. The print media ads for the BIP project Mr. Atal Behari Vajpayee as 'The leader you can trust. In war. In peace.' The series of ads projects the achievements of the leader in his tenure of 13 months and questions Mrs. Sonia Gandhi's foreign origin. The headline of one goes, 'Don't vote for him because HE was born in India, vote for him because YOU were'. The headlines of another ad claim 'In just 13 months, he transformed recession into growth. Imagine what he will do in 5 years.

The Congress campaign ridicules the achievements of the government and lampoons the Prime Minister. It claims the governance of the 18-party coalition government as '13 months of bunyling.... The campaign identifies the BJP government with 'confusion', 'amateurishness', 'cowardice' and 'paralysis'. It claims the bus diplomacy was a gimmick. It questions, 'If Pokhran II was a deterrent, why was there the Kargil war?' Another ad accuses him of following the policy of appeasement towards Mr. Bal

Thackeray 'in order to keep his squabbling flock together'. One accuses him of the sugar imports scandal. which claims, 'Sugar imports allowed by the Vajpayee government paid for Pakistani weapons in Kargil'. The slogan for all Laloo Prasad Yadav



Congress campaigns is 'Vote Congress—elect a government that lasts'.

In the 1999 elections, two significant innovations have been visible in the election campaign. First were the number of print media campaigns in which the identity of the advertiser has been underplayed, but not fully concealed. The second being the increase in the slanderous comments mouthed by seasoned politicians. In Lok Abhiyan's half-page advertisement which resembles the Congress' ads in its presentation, points out, 'A responsible opposition does not play political games while the nation is at war.' The text poses the question, 'But then, what can we expect of a party that needs to import its own leader?' It makes it obvious that the ad is drawing a caricature of the Prime Ministerial candidate of the Congress.

In the absence of clear-cut and drawnout issues, political vendetta has transcended to personal vilification in the election campaigns. Though the code of conduct has been laid down which urges the contenders to focus on issues rather than personalities, politicians are resorting to dirty talk. The alleged comparison of Congress President Mrs. Sonia Gandhi with Ms. Monica Lewinsky by the Minister of Information and Broadcasting, Mr. Pramod Mahajan shot into national prominence. He, however, denied the accusation. The Congress spokesman Mr. Kapil Sibal accused Mr. Vajpayee of being a "habitual liar" who was "not only sleeping with the enemy when the enemy came, but also actively connived and consorted with the enemy". Some of the derogatory remarks made by the politicians were unexpected of them. Ms. Jayalalitha entertained the crowds gathered for her election campaign with the song Yeamathi poittingale avva Vaipavee avva (Vajpayee, you have cheated me). Her rival Mr M. Karunanidhi made a pun out of the word "cheated" and asked, "what does it mean?" He even referred to the possibility of Jayalalitha resorting to a dance performance in her next campaign. According to Defence Minister Mr. George Fernandes, the contribution of Mrs. Sonia Gandhi is that "she contributed two people to the 100 crore population." When BIP decided to field actor Nitish Bhardwaj against Mr. Digvijay Singh's brother Mr. Laxman Singh from Rajgarh, the Chief Minister said, "had they fielded an actress, she should have at



least entertained my brother." Mr. Mahajan drew a comparison between Mr. Sharad Pawar and Elizabeth Taylor when he said, "he marries, divorces, remarries and again divorces." The Prime Minister was taken aback by the scandalous remarks

levelled against him by the Opposition about his marital status and said, "In my long political life, never have I seen anybody in the opposition make such personal attacks against me."

Mrs Sonia Gandhi remained unfazed by the remarks and said, "Their slander campaign does not bother me one bit. It reflects their bent of mind and attitude towards women."

### **Opinion Polls—Some Indicators**

The Lokmat-CMCR-IMS Poll survey indicates that the Congress will emerge as the single largest party. However, it predicts a hung Parliament which may herald a period of political uncertainty.

The surveys conducted by the CMS-Outlook, India Today and The Times of India indicate that BJP will substantially increase its tally in Parliament and with its allies, be in a comfortable position to form the government.

### Conclusion

In the political scenario, where the agenda of political parties seems similar, where personal vilification campaigns are launched and gratuitous references made to filmstars and others to appeal to the baser instincts of the gallery, where citizens' sensibilities are assaulted, civility kept at bay, all developmental themes—poverty eradication, reducing unemployment, removing illiteracy, expanding education, caring for the environment, generating power, working for social justice, improving public health— obliterated, the picture is bound to look gloomy.

A way out has to be found. The electorate of the largest democracy of the world must sit and do some introspection. as to where the problems lie. The intelligentsia must debate and come up with solutions: Is the Presidential system appropriate for the country? Should only the national parties be allowed to contest Lok Sabha elections? Should their number be restricted? Should some kind of qualification be made mandatory for those aspiring to sit in the Parliament? While one cannot become a clerk in Government of India without qualifying the examination conducted by the Staff Selection Commission, one can boss over all the I.A.S and P.C.S. officers without receiving any formal education or entering the portals of a school (Read : Rabri Devi). What are we in for? Does all this call for serious thinking and concerted action before the political fabric of the country gets completely shredded?

What kind of elections are these with hardly 50% of voter turn-outs; an overwhelming majority of which does not know the basic issues confront-ing the nation and are simply swayed by considerations of caste, creed, religion

region, language; bought over by money power or simply made to vote for a particular party/candidate under threat of muscle power. What type of democracy is this where fake votes and fake ballot boxes are being freely used



to rig elections; where impersonation is rampant and where candidates are attacked, wounded and even killed. Indeed, it is a slur on the biggest democracy of the world to have to hold five-phase elections under the protection of the guns of security forces. In the first two phases of on-going 1999 elections, the Election Commission had to order repolling in as many as 150 polling booths spread over the length and breadth of the country following detection of serious electoral malpractices.

After the elections, things do not seem to be that rosy. In the event of either NDA or Congress combine securing majority; the former may have to confront the designs of JD(U)-combine of Samata, Lok Shakti and break-away faction of ID for a bigger pound of flesh and the latter the wily antics of Ms. Jayalalitha and soaring ambitions of Mr. Laloo Prasad with an eye on Prime Ministership like Mr. Mulayam Singh of Samajwadi Party. There are thus no prespects for smooth sailing for either combine. On the other hand, in the event of a hung Parliament, there will be once again "horse trading" with MPs being bought over through allurement of office, cash and other incentives. Why can't we have a law that if an MP wants to change affiliation, he must resign first and seek reelection. Why don't we make it mandatory that only a candidate securing at least 40% of votes polled will be eligible to be

Why don't we incorporate a clause from German constitution that in case a no-confidence motion is passed against an incumbent Prime Minister, he will continue to remain in office, unless in the same sitting of House, another Prime Minister is elected. This would ensure full term of five years for Lok Sabha and avoid frequent elections.

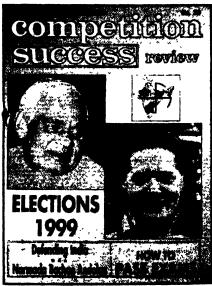
Lastly, what is thus "good governance" if the Government cannot ensure even security to the man in the street. The fact is that the experiment of Parliamentary Democracy has failed to yield the desired results. Then why oppose Presidential form of Government? Why not try it? It will weave the co-hesiveness of the country politically and bring up right persons to man ministerial posts irrespective of the fact whether they have passed through the rigours of elections or not.

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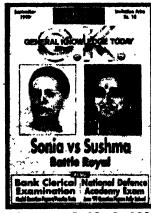
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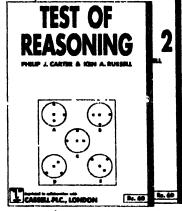
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> Categories RRB, Thiruvananthapuram (Last Date: October 4, 1999)

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Indore, Kozhikode, Lucknow (Last Date: October 12, 1999) (Exam Date: December 12, 1999) UPSC National Defence Academy/ Naval Academy Examination, October 1999

(Exam Date: October 10, 1999)

SSC Combined Preliminary Exam For Matric Level Posts, 1999 (Exam Date: October 24, 1999)

Recruitment Examination for Clerks, Typists (English), Typists

(Hindi & English), Stenographers
(English)

BSRB, Bangalore

(Exam Date: October 24, 1999)

Recruitment of Clerks Grade II/ Coin-Note Examiners Grade II Reserve Bank of India: New Delhi, Hyderabad, Patna, Ahmedabad, Jammu, Kanpur, Guwahati, Thiruvananthapuram

(Exam Date: November 14, 1999 [Expected])

Recruitment Exam for Bank Clerks, Stenographers and Typists BSRB, Chandigarh

(Exam Date: November 21, 1999)

Recruitment Exam for Clerks, Typists and Stenographers BSRB (Central Group), Lucknow (Exam Date: December 12, 1999)

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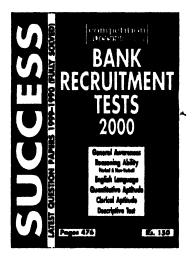
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(2) SSC Combined Preliminary Exam For Matric Level Posts, 1999 on October 24, 1999

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The three candidates, who collect the maximum number of questions asked and send the same to us, will be awarded First, Second and Third Prizes of Rs. 1000, Rs. 500 and Rs. 250 respectively. Ten Consolation Prizes (Books worth Rs. 100 each) will also be awarded.

Each of the above examinations will count separately for the purpose of the award.

Decision of the Editorial Board will be final. Entries should be addressed to the Editor, Competition Review Private Limited, 604 Prabhat Kiran, Rajendra Place, New Delhi-110 008. Last date for receipt of entries is November 10, 1999.

# **Careers & Courses**

### Management ★ Forest Management

### **MANAGEMENT**

The Indian Institutes of Management IIMs) Ahmedabad, Bangalore, Calcutta, ndore, Kozhikode, Lucknow invite applications from interested candidates for Common Admission Test (CAT) to be held in Sunday, December 12, 1999 for admission of their following programmes:

(A) Post Graduate Programmes in Management (PGP)

IIM Ahmedabad : PGP (General) & PGP-\BM (Agri Business Management)

IIM Bangalore: PGP

IIM Calcutta: PGP-PGDM, PGP-PGDCM and PGP-PGDBM

IIM Indore : PGP
IIM Kozhikode : PGP
IIM Lucknow : PGP

(B) Fellow Programme in Management equivalent to Ph.D.)

IIM Ahmedabad : FPM IM Bangalore : FPM IIM Calcutta FPM IIM Lucknow FPM

Eligibility: For all IIMs, the minimum ligibility criterion for admission to PGP is t least a 3-year Bachelor's degree or quivalent in any discipline recognised by he Association of Indian Universities AIU)/AICTE as eligible for Post Graduate tudies. Special eligibility requirements for IM Ahmedabad: PGP (ABM) 15 months. re either (1) a Bachelor's or a Master's Degree in Agriculture, allied subjects or llied life science, or (2) a Bachelor's degree n any discipline with at least one year of vork experience after graduation in fields losely related to agriculture, agro/food processing, rural development or allied ctuaties; IIM Calcutta: Candidates can pple to more than one of the Post Graduate rogrammes viz., PGDM, PGDCM and 'GĎBM.

For PGDCM programme, a candidate is equired to send a typed application nentioning the name, mailing address, CAT Julletin Number and/or CAT Registration Jumber along with a demand draft of ls. 500 in favour of Indian Institute of lanagement, Calcutta. An Aptitude Test in lathematics (ATM) will be held for hortlisted candidates only prior to Group Discussion and Personal Interview. The 'GP-PGDBM is a 3-year evening rogramme. For this course, an applicant nust have (1) a minimum of 2 years work 'xperience (by May 31, 2000) at an after xecutive/Supervisory level raduation and (II) must be employed in a ull time job at the time of admission.

Andidates appearing for final year examinations for the Bachelor's degree (or in equivalent examination) can also apply, such candidates, if selected, will be admitted provisionally, provided they complete all equirements for obtaining the degree before June 29, 2000 for IIM Ahmedabad; June 26, 2000 for IIM Bangalore; June 21, 2000, for IIM Indore; June 30, 2000 for IIM Calculta, IIM Kozhikode and IIM Lucknow. In addition, they must produce evidence of having satisfied the eligibility requirements by the following dates:

iIM Ahmedabad: October 9, 2000 IIM Bangalore/Indore/Kozhikode: October 5, 2000

IIM Calcutta: December 31, 2000 IIM Lucknow. October 6, 2000

The CAT Bulletin containing the CAT Application Form and other information can be obtained at the branches of State Bank of India, between August 27, 1999 and September 27, 1999 for Rs. 900 (Rs. 450 for SC/ST candidates). A candidate needs to buy only one CAT Bulletin irrespective of how many IlMs he/she is applying to. All Candidates must enclose the bank counterfoil with the CAT Application Form.

Candidates who are not able to obtain CAT Bulletin, under such and other exceptional circumstances, a copy of CAT Bulletin can be obtained directly from Incharge—Admissions, Indian Institute of Management, Bangalore, Bannerghatta Road, Bangalore-560076 by sending a crossed demand draft payable at Bangalore for Rs. 950 drawn in favour of "Indian Institute of Management Bangalore" latest by October 4, 1999.

Issue of CAT Bulletins by SBI ends: September 27, 1999

Last Date for Submission of CAT Applications: October 12, 1999

Common Admission Test (CAT)
December 12, 1999.

The Indian Institute of Planning and Management (IIPM), C-10, Qutab Institutional Area, New Delhi-110016 invites applications for the following courses:

(a) Two year Full-Time Programme in Planning Management.

(b) Fellow Programme in Planning and Entrepreneurship.

Eligibility Criteria: I. For two year Fulltime Programme in Planning & Management, the candidate should possess 10 + 1/2 with 2/3/4 years of education in colleges/institutes in any discipline. Thuse expecting final year results by September 2000 may also apply.

II. For Fellow Programme in Planning and Entrepreneurship the candidate should possess First Class Master's Degree or equivalent in any discipline.

Selection Procedure: Admission is given on the basis of entrance test-cum-interviews and group discussions.

Examination Centres: Delhi, Mumbai, Calcutta, Chennai, Ahmedabad, Bangalore, Bhopal, Bhubaneswar, Chandigarh, Guwahati, Hyderabad, Jammu, Jaipur, Lucknow, Patna, Shimla and Thiruvananthapuram.

Prospectus and Application Forms: Application forms and prospectus can be obtained by M.O./D.D./ crossed IPO of Rs. 600 drawn in favour of the Indian Institute of Planning and Management with a forwarding letter mentioning clearly the name of the programmes or by cash of Rs. 600 from IIPM, C-10, Qutab Institutional Area, New Delhi-110016.

Last Date of Registration: October 15, 1999.

### FOREST MANAGEMENT

The Indian Institute of Forest Management, Post Box No. 335, Nehru Nagar, Bhopal-462 003, an autonomous Institute under Ministry of Environment & Forests, Govt. of India, invites applications from interested candidates for admission to Two-year Post Graduate Programme in Forestry Management (PFM) 2000-2002 batch.

Eligibility Applicants should have (a) at least a three-year Bachelor's Degree in any discipline obtained through 10:2+3 system or equivalent qualification recognised by Association of Indian Universities (AIU) with minimum 50% aggregate marks (45% for SC/ST candidates);

(b) secured 50% aggregate marks (45% for SC/ST candidates) at High School/ Higher Secondary level.

Candidates appearing for final year graduation examinations are also eligible to apply, provided they complete their graduate examination by June 30, 2000.

Selection Procedure:

I. All applicants seeking admission to PFM at IIFM, Bhopal have to appear for Common Admission Test (CAT) conducted by Indian Institutes of Management (IIMs) to be held on December 12, 1999. The IIFF will use the CAT, only for short-listing the candidates for the programme. IIMs however, have no role either in the selection process or in the conduct of the programme.

II. In addition to CAT, the candidate should also fill up a separate form for admission to PFM, available from IIFM, Bhopal.

III. Candidates (who meet IIFM's PFM eligibility criteria) short listed on the basis of CAT score will be called for Group Discussion and Interviews at IIFM, Bhopal during April/May 2000.

Application Forms: Application forms for admission to PFM, can be obtained from coordinator-PFM Admissions, Indian Institute of Forest Management, Post Box No. 335, Nehru Nagar, Bhopal-462003 by sending demand draft only of Rs. 400 (100 for SC & ST) in favour of Director IIFM, payable at Bhopal accompanied by a self-address and stamped (Rs. 12) envelope of 28 x 22 cm.

Last Date for Submission of Application Form: December 7, 1999.

## Letters \*\*\*\*

The article on "Elections-99" (CSR September, 1999) gives an excellent analytical account of the poll prospects of various political alliances and parties, in particular of the main contending parties-BJP and Congress in the run-up to Elections '99, supplemented by pre-poll Opinion Surveys conducted by the leading magazines/newspapers such as India Today, Outlook and Times of India. However, the comprehensive and balanced study by CSR itself appears more convincing. Let's see how far its election trends fit in the results to be announced in October.

Delhi

G. Gehani

#### DEFENDING INDIA

Thanks for a very comprehensive article "Defending India" (CSR September, 1999) emphasising post-Kargil defence scenario. I feel that we must allocate more funds for Defence for acquiring sophisticated latest weapons to equip our brave jawans to give a betitting reply to the Pak marauders to defeat their declared objective to "create more Kargils". No doubt we have developed a nuclear deterrent, we should also strengthen our conventional war capability, for neither India nor Pakistan can afford a nuclear conflagration. At the same time, there is no sense in holding Indo-Pak dialogue to resolve Kashmir and other issues till Pakistan stops cross-border terrorism through training, arming and infiltrating mujahideens into Kashmir as also ISIsponsored insurgency in North-East and bomb blasts elsewhere.

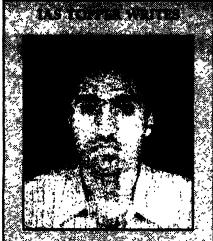
At the same time, we have to maintain national unity as witnessed during Kargil conflict. We must avoid criticism regarding handling of Kargil conflict which would only strengthen Pakistan's hands.

Bikaner (Rajasthan) Arun Bhatia

#### KUDOS TO CSR FAMILY

I am extremely grateful to the CSR family for my success in the "Uttar Pradesh Management Combined Admission Test" (UPMCAT'99), and last year in the written part of CDS (MAY' 98) examination.

I have been reading the CSR for the past two years and the credit of my success in the above examinations goes, to a large extent, to the CSR family. The interviews of IAS Toppers, Group Discussions, Latest General Knowledge and the up-to-date



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It are actual days also I used to used CSE after which I became a regular reader.

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knowledge about current national and international affairs helped me a lot in my preparation. Moreover, your thoughtprovoking Editorials helped me up a lot in preparing my mindset and motivating me in the darkest hour of my life.

Kindly accept my thanks and congratulations. I wish all the readers of CSR all the best and success in their career. Delhi Neeraj Agarwal

II

It gives me immense pleasure to inform you that I have obtained No. 3 rank in the C.P.O's 98 exam for the post of Asstt.

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Allahabad (Uttar Pradesh) M. Maniruddin

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In this connection, I would like to suggest addition of a corporate company e.g., Reliance, Tisco etc., titled "Company of the Month" describing its origin: Group to which it belongs, its history and market status etc. Similarly, another item on "Political Personality of the Month" e.g., Mr. A.B. Vajpayee, Mr. T.N. Seshan, Mr. P. Chidambram detailing how they entered politics, their way to success, their life before and after joining politics, their strategies, their future plans would be a welcome addition. Really, this can help the young readers to grasp some good qualities of these personalities and assimilate them in their personality.

Mumbai (Maharashtra) Abhijit Panchal

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## Persons And Places In News



Swraj Paul : The leading Non-Resident Indian and Chairman of

\$500-million Caparo Group, has been appointed w.e.f. September 1, 1999, Chancellor of University of Wolverhampton (UK). 68-year-old Lord Paul is the first Asian to head this premier university with a student strength of 25,000. The univer- Lord Swraj Paul sity's Vice-Chancellor,



Prof. John S. Brooks hoped that Lord Swrai Paul would "both enjoy the task and bring great value and standing to the university which is regarded as a leading light in redefining higher education in the United Kingdom. Prior to it, Mr. Swraj Paul was the Pro-Chancellor of Thames Valley University (UK)

Sellapan Rama Nathan: The 75-year-old ethnic Indian, born in Singapore, who is a veteran diplomat was sworn in as the Sixth elected President of Singapore on September 1, 1999, succeeding Mr. Ong Teng Cheong. The Singapore-based The Straits Times daily said: "He is a good, stout-hearted man to have around, particularly in times of crisis, as his track record shows "He is the second ethnic Indian after Mr. Devan Nair to hold the position.

Mike Moore: The former New Zealand Prime Minister, took over as the Director-General of World Trade Organisation (WTO) on September 1, 1999 Fifty-year-old Mr. Mike Moore, a former trade unionist and a committed left-winger, is scheduled to remain in the office for three years.

Mireya Moxoso: The 53-year-old Panamanian business woman, who had won elections on May 2, 1999, was sworn in as Panama's first woman President on September 1, 1999. She is the widow of former three-time President of Panama Arnulfo Arias. The new President promised a smooth transition when the Panama Canal passes under the Panamanian control, under the terms of the 1977 agreement hammered out by the then two Presidents--Mr. Jimmy Carter of the United States and Mr. Omar Torrijos of Panama

Khushwant Singh: The eminent Indian journalist and author, was selected for the Sulabh International Honest Man of the Year Award 1999 for his honesty and moral courage to speak out truth through his brilliant and readable writings.

Gauri Prasad Goenka: The group Chairman of Duncan-Goenka Group, which has a total turnover of Rs. 2,500 crore, was elected the President of the Federation of Indian Chambers of Commerce and Industry (FICCI). He will take over from Mr sudhir Jalan after the 72nd annual session in November 1999.

David Howell: The eight-year-old Chess whiz-kid went down in chess history as the youngest player ever to beat a Grandmaster-GM John Nunn, more than 30 years his senior, in a rapid-play exhibition match at

the Mind Sports Olympiad in London on August 29, 1999. Howell began playing Chess at the age of



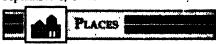
five and is national under-10 champion.

Raj Reddy: A highly distinguished Indian-American engineer was appointed by the US President, Mr. Bill Clinton to serve as a co-chair of the President's Information Technology Advisory Committee (PITAC) on September 1, 1999 for a 2-year-term alongwith Mr. Irving Wladawsky, a physicist. Mr. Raj Reddy, an engineering graduate from University of Madras, has been a member of the PITAC since February 1997. Winner of several awards, including the Legion of Honor awarded by President Mr Francois Mitterrand of France in 1984, Mr. Reddy obtained his Master's Degree in Technology from the University of South Wales, Australia and his Doctorate Degree from Stanford University, California.

Tavlin Singh: The London-based percussionist became the first Asian to win the prestigious Technics Mercury Music Award, the musical equivalent of the Booker Prize in London on September 8, 1999 for his album OK. Tavlin Singh's music is a fusion of Indian Classical Music with the contemporary British dance melody.

Bulla Choudhary: Ace long-distance Indian swimmer became the first Asian woman to cross the English Channel twice on September 2, 1999. (Earlier, she crossed the channel in 1989). She accomplished the stupendous task in the early morning hours after covering the 26-mile stretch between Shakespeare Beach in England to Cap Gris Nez in France in 13 hours 15 minutes. Bulla Choudhary said, "It was a big challenge for me to come back and swim after marriage and a five-year old child. It was my dream."

Dr. S. Srinivasan: The Director of Vikram Sarabhai Space Centre of the Indian Space Research Organisation (ISRO) passed away at Thiruvananthapuram at the age of 58 following cardiac arrest in Chennai on September 1, 1999.



Turkey: More than 12,000 people were killed in a devastating earthquake (6.7 on



Richter Scale).

East Timor: The province in Indonesia witnessed the UN sponsored "popular consultation" (referendum) on August 30, 1999.

Sharm-El-Sheikn: The Red Sea Resort in Egypt was in the news when Israeli Prime Minister, Mr. Ehud Barak and Palestinian leader, Mr. Yasser Arafat signed a revised Wye River accord agreement on September 5, 1999.

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# SPORTS ROUND-UP



IAAF World Athletic Championships: Michael Johnson of USA became the most decorated gold medalist in the athletics world championships history by bagging a record ninth gold medal of his career in 4 × 100 m relay on the final day of the IAAF World Athletic Championships held at Seville, Spain from August 20 to August 29, 1999. Johnson now has two 200 m gold medals (1993 and 1995), four straight 400 m gold medals (1993, 1995, 1997 and 1999) and three 4 × 400 relay gold medals (1993, 1995 and 1999).

His team-mate Maurice Greene completed a hat-trick by winning his third gold in 4 x 100 m relay. Winner of 100 m and 200 m sprints golds also, Greene becomes the second man to accomplish this feat after Carl Lewis (1983 and 1987). The two athletes raised the US final gold medal tally to 11 golds, four more than in 1997. In other events, Denmark's Kenya-born world record-holder, Wilson Kipketker won his third straight world title in 800 m in one minute 43.30 seconds beating South Africa's Hezekiel Sepeng. In men's javelin throw, Finland's Aki Parviainen—world leader this year—won the title with a throw of 89.52 m. Russia's Svetlana Masterkova, the Olympic champion in 800 m and 1500 m, won the first gold for a Russian woman at the Championships by winning 1500 m in 3:59.53. In women's high jump, Inga Babakova of Ukraine won gold clearing the bar at 1.99 m. In the women's relays, the Russian quartet of Tatayana Chebykina, Svetlana Goncharenko, Olga Kotlyarova and Natalya Nazarova won the 4 × 400 m gold leaving the minor medals for the US and defending champions Germany. The next World Championships will be held in 2001 in Edmonton, Canada.



esident K.R. Narayanan presenting Rajiv Gandhi Khel Ratna Award to athlete Jyotirmoyee Sikdar in New Delhi on September 1, 1999.



All India Junior Grand Prix Badminton Tournament: Arun Phidya of Railways won the boys singles finals under-19 defeating Chetan Anand of Air India 1-15, 15-2, 15-10 at the All India Junior Grand Prix Badminton Tournament at Thane on August 26, 1999. In the girls section, Divya Ramesh of Karnataka defeated Trupti Murgunde of Air India 11-7, 11-6.



FIDE World Chess Championship: Grandmaster Alexander Khalifman of Russia became the 14th world chess champion beating his Armenian opponent Vladimir Akopian at the FIDE World Chess Championship in Las Vegas, US on August 29, 1999.



Coca-Cola Singapore Cricket Challenge Trophy: West Indies clinched the Coca-Cola Singapore Cricket Challenge Trophy defeating India by four wickets in Singapore on September 7, 1999. Man of the Match—Ricardo Powell; Man of the Series—Ricardo Powell.



Sri Lankan skipper Sanath Jayusuriya (C) lifting the AIWA Cup along with his team-mates after winning the AIWA Cup Triangular Cricket Tournament in Colombo on August 31, 1999

AIWA Cup Triangular Cricket Tournament: Sri Lanka won the AIWA Cup defeating the World Cup Champions Australia by eight wickets with 10.3 over left, at the AIWA Cup Triangular Cricket Tournament on August 31, 1999. Man of the Match—Romesh Kaluwitharan of Sri Lanka.



Bangabandhu International Football Tournament: Japan won the Bangabandhu International Football Tournament defeating Ghana 3-2 in Dhaka on September 6, 1999.



SEA Games: Thailand became the champions of the 10-nation South East Asian Games (SEA) in Bandar Seri Begawan, Brunei on August 15, 1999. The overall medals tally is as follows: Thailand won 65 golds, 48 silvers and 56 bronzes while Malaysia took second position by clinching 57 golds with Indonesia on third position winning 44 golds compared to a record 194 two years ago in Jakarta. The next SEA games will be held in Kuala Lumpur, Malaysia in 2001.

National Sailing Championships: Nitin Mongia of Naval Sailing Club, Mumbai retained the laser standard full rig title with eight points at the National Sailing Championships in Hyderabad on September 4, 1999. Lt. Cdr. R. Mahesh came second with 9 points while Rajesh Chaudhary of EME Sailing Association finished third with 18 points.



NEC Invitational World Golf Championships: World No. 1 golf champion Tiger Woods of the US clinched the \$5 million NEC Invitational World Golf Championships title at Akron,

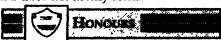
Ohio on August 29, 1999. He started the final round five strokes ahead of the field, and seven clear of his compatriot Phil Mickelson who shot the day's beat round of five-underpar 65. But Woods even with three bogeys in the last five holes, was able to hang on with a one-over 71 for his sixth world-wide victory of the year.

Tianjin Teda Open Golf: Thailand's Thammanoon Sriroj won the \$200,000 Tianjin Teda Open Golf at Tianjin, China on August 22, 1999. Sriroj emerged victorious by a stroke against Korean Park No-Seok while Indian professionals Jyoti Randhawa and Amritinder Singh shot identical 70 in the last round to finish at joint 24th place.

PGA Championship: Tiger Woods of the United States edged out the teenager Sergio Garcia of Spain to win the PGA Championship at Medinah, Illinois on August 15, 1999. Woods who shot even-par 72 for the day, won the silver Wanamaker Trophy with an 11-under-par total of 277, while Garcia posted a one-under 71 for 278.



Three-Test Hockey Series: Sita Gussain scored three goals to lead India to a 5-0 victory over New Zealand, in the final match in a three-test hockey series.



Golfer of the Year: Vijay Kumar of Lucknow, winner of the recent Cosmo-The Hindu open in Chennai, was named Mahindra Golfer of the Year for the second consecutive season on September 8, 1999 following his outstanding performance on the Indian professional golf circuit in 1998-99. He will be given an award of Rs. 5.76 lakh.

International Badminton Federation (IBF) Rankings: According to the International Badminton Federation (IBF) rankings released on September 2, 1999, Sun Jun of China tops the men's rankings followed by Peter Gade of Denmark while Dai Yun of China leads the women's rankings in the world. Six of the top 10 women in the list are from China; India's national champion Aparna Popat attained a career high ranking of 16 in the world.



Pan-Pacific Swimming Championship: USA



Mahesh Bhupathi Winner of the US Open Mixed Doubles 1999

reigned supreme in the world swimming after furious last-race victory over Australia to emerge champions in the Pan-Pacific Swimming Championship in Sydney on August 29, 1999. Both Australia and the USA won 13 gold medals but the Americans won a total of 35 medals while Australia clinched 32. The USA scored 391 to the Australian's 372 after eight days of Competition that saw 12 world records broken.

Asia-Pacific Swimming and Diving Championship: Kerala's M. Usha stole the limelight winning two gold medals to enable host India finish sixth in the 13th Asia-Pacific Swimming and Diving Championship in New Delhi on August 24, 1999. On the last

# SPORTSE

day, India bagged 14 gold medals to take their tally to 48 with 4 gold, 18 silver and 26 bronze. Of the four gold, Usha won three and Rakhi Mehra clinched one. Chinese Taipei retained the overall championship title with 136 medals including 46 gold. Thailand finished runners up with 43 medals including 12 gold, 9 silver and 13 bronze while Hong Kong was placed third with 45 medals—18 gold, 14 silver and 13 bronze.



Serena Williams (R) of the US, Winner of the US Open Women's Singles 1999 and Martina Hingis (L) of Switzerland, runner-up, holding their trophies



US Open: Indian duo Mahesh Bhupathi and Leander Paes failed to maintain their winning spree in men's doubles (after their splendid victories in French Open and Wimbledon) in US Open '99 when they went down to Sebastian Lareau of Canada and Alex O'Brien of the US, 6-7, (7-9), (4-6) at Flushing Meadows on September 10, 1999. However, Mahesh Bhupathi, teaming with Ai Sugiyama of Japan, retrieved the position by clinching the Mixed Doubles defeating Kimberly Po and Donald Johnson of the US 6-4, 6-4.

In women's singles finals, Serena Williams of the US clinched her first Grand Slam title defeating World No. 1 Martina Hingis of Switzerland 6-3, 7-6, (7-4) while in the men's singles finals, Andre Agassi of the US defeated his compatriot Todd Martin 6-4, 6-7, 6-3, 6-3, 6-2.

In the women's doubles, Serena Williams and Venus Williams of the US defeated Chanda Rubin of the US and Sandrine Testued of France 4-6, 6-1, 6-4.

Great American Insurance Tennis Championship: Pete Sampras of the US clinched his 60th career title at the Great American Insurance Tennis Championship beating Patrick Rafter of Australia 7-6 (9-7), 6-3. In the doubles final, Jonas Bjorkman of Sweden and Byron Black of Zimbabwe beat Todd Woodbridge and Mark Woodforde of Australia 6-3, 7-6 (8-6) in Ohio on August 16, 1999.



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hy did Mickey Contractor choose make-up as his profession? The expert's views are very logical. "It is a pride for me that I have mastered the art of making people beautiful," he says, "My profession gives me an access to beautiful people and lovely locations. I get incredible travel opportunities. My efforts to perfect my art bring me fame and money. What more could any ambitious person ask for?"

Though a celebrated make-up Guru, Mickey says that a face sans any make up is probably the most beautiful countenance. "Cosmetics should be used sparingly to create a natural look. They should only be used to enhance one's looks, not to overpower them with layers

of cosmetics or drown a face in paint and layers of colours. The best features of a face should be highlighted and those features which are not the best, should be underplayed artistically. I personally like a clean, well-groomed, healthy look possibly because I handle make-up all the time."

Mickey is an 'eye faddist'. "If a woman's eyes are beautiful, she is truly memorable," he says. "Mascara, eyeliner and kajal are therefore the most powerful cosmetics. Enhancing eyes, making them look radiant and creating sultriness in them, gives a woman an aura of glamour and sensuality. Lipstick, blusher, a little eye-shadow and a brushing of moisturiser and powder create a complete look. But a healthy skin is the best basis for good looks."

Mickey Contractor is perhaps the greatest make-up Guru in India. He has made every beautiful woman look spectacular and redesigned many a film star's personality with his creative genius...

by Vimla Patil

Mickey Contractor is credited with creating ever-new looks for super-stars and mega-models. He is the artist who has changed the personalities of *Kajol, Manisha Koirala, Aishwarya Rai,* and *Sushmita Sen* and electrified their riveting looks. He even chooses clothes for a film heroine, thus creating an entirely new personality. Mickey dreams of making up faces of celebrity-international models like Glinda Evangelista some day. For the moment, however, he can truly boast that he has touched almost every beautiful face in India with his magic wand and turned it into an immortal icon of beauty.

Mickey Contractor created the 'look' which took Kajol to the top star position



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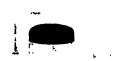
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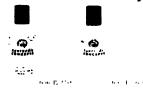


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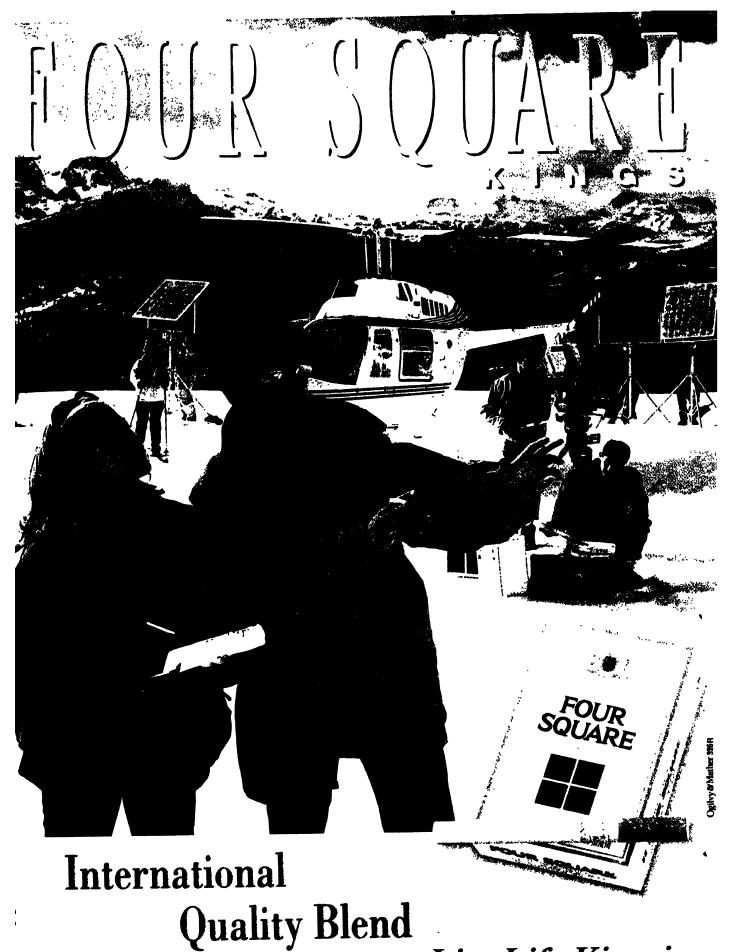
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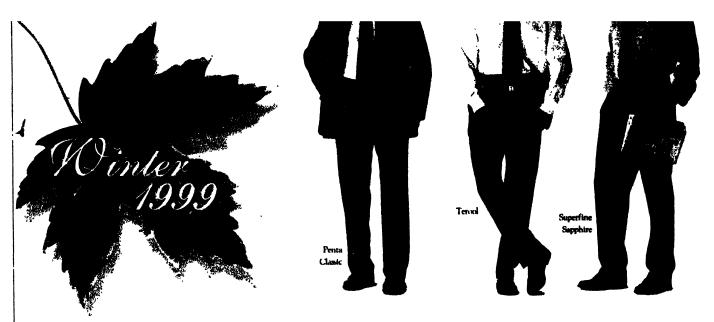


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Editorial Office
Competition Review Pvt. Ltd.
604 Prabhat Kiran, Rajendra Place,
New Delhi - 110008

Advertisement & Circulation Departments 603A Prabhat Kiran, Rajendra Place,

Telephone: 5761086

New Delhi - 110008 Telephone : 5712898, 5718495 Fax : 91-11-5754647, 91-11-5735086

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100

Vol. XXXVI No. 5

CSR

November 1999 152 Pages

FOIFORIAL

Proven Wise Rule For Sire Success ...17
II ADERS

Global Was On Terrorism ...19
China Affirm: An Appraisal ...20
COVER STOR

Atal Behari Vajpayee—Congratulation Poster ...9
India Enthrones Vajpayee ...148
IOPICS OF THE MONTH

They Died So That We May Live —A Tribute To Our Jawans ...39; Multinational Corporations—Saviours Or Saboteurs ...40; Role Of Women In Nation Building ...44; Religion And Science ...108 (SR GOLD AWARDS 2000)

CSR Ms Super Personality 2000 : Entries Invited ...6 PERSONALITY PHUS (In Colour)

Starry Fashions! ...55; And Now, Male Beauty Kings! ...95; 7 Hits For Seven Years ...96 CSR SPICIAL

Interviews: How To Succeed—Judy Skeats ...99
General Knowledge Encyclopedia ...103
BPO Exam: Model Question Paper/Practice Test ...115
BBC: Mastermind India ...133
PORTS PUBS

Sports Round-Up ...141 G'NERAL KNOWETTOCT India ...23; The World ...31

India ...23. The World ...31
Constitution of India—Dr. M.V. Pylee ...38
Indian National Movement—Mr. K.K. Bhardwej ...51
Who...What...When...Where...Why ...54
Latest In General Knowledge ...123
Persons And Places in News ...139
UCCLSS IN PURSONALITY ITS IS

Group Discussion ....111; Facing The Interview Board ...119 Develop A Trim Look—Improve Your Personality ....106 SPECIAL SUPPLEMENT - CIVIL SPRVICES-IAS Toppers Talk To You: Strong Determination And Patience Pay —Sriker M.S. (7th Rank) ...47

SUPER BRAIN SUPER PERSONALTRY CONTEST
Announcement ...130
H. STUKES

Competition Opportunities ...134; Letters ...137

Objective General Science ...59-92



Cover Story : p. 148



Personality Plus: p. 96



Martina Hingis : p. 142

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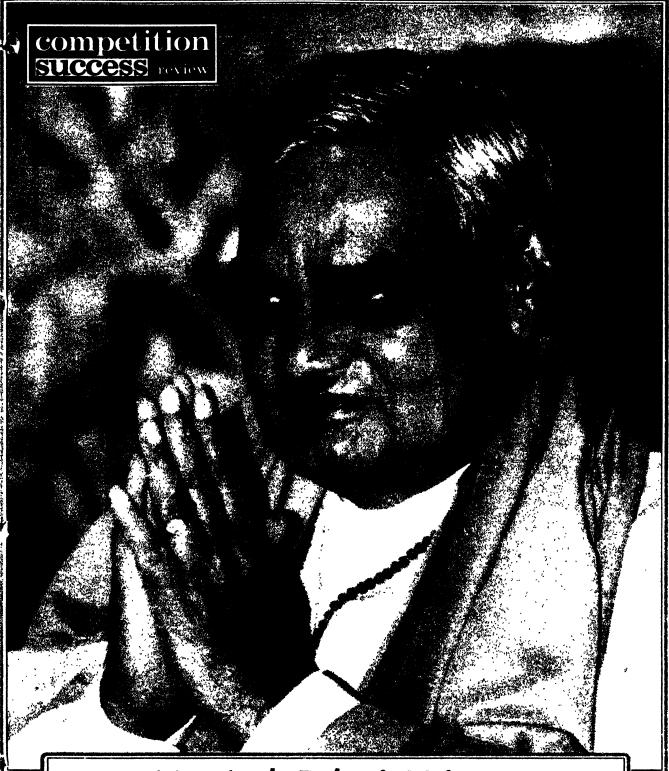


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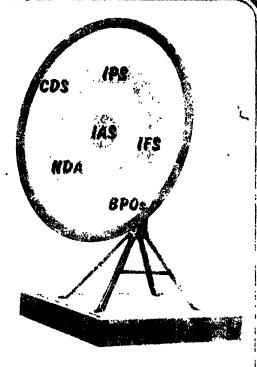
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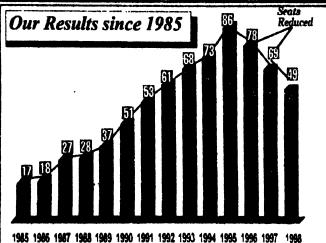
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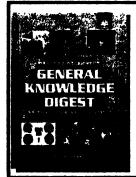
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# competition Success review

## Proven Wise Rule For Sure Success

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All is possible to him that believeth. Any and everuthing can be accomplished by one who firmly believes and decisively acts. The secret of your success is the same as that of all great people, be it in politics, industry: arts, sports, literature, or in your Success of the great which dazzles and baffles you and me is nothing but hard work and perseverance linked to individuable faith. If you firmly and irrevocably believe you will min, you can not but win in the end, no matter whatever the obstacles and seebacks faced in between. Kites tise against and not with the wind. All great men have risen to greatness despite their hardships, handleaps and adversities. If you display the right attitude, failures, setherly and disappointments will only harden and toughen you and help you to try again and yet name with resoulted vigous

nace starts and groups with your will power. Somet or later, the man who wins is the man who thinks and believes he can. Thus, the strength of your will power ultimately spells your success. With a firm will, you can face any obstacle or challenge and with optimism and hope crown yourself with sourcess. Success is not merely a question of lack or genius. It mostly depends on hard work and the ability to persist, despite odds, temporary serbacks and adverse circumstances. Your success will be all the more greater if you can master and operance the challenges, obstacles and adverse circumstances. It is the will power which makes you meet every adverse circumstance as its master and does not allow it to master and.

The secret of the saying "success follows success" is the combination of knowledge and effort. Ideas rule the world and knowledge is power. To achieve results even the most brilliant ideas should be translated into action by systematic, sustained and dedicated effort. Without effort, our ideas will gather dust, get rusted and gate waste, The success stories of IAS Toppers illustrate that they used intelligence and industry in equal measure to gain their covered goals.

Diligence and moderation are the best steps to climb to gry excellence and reach the top. The heavens do not send their rains in floods but by drops and tiny distillations. An individual is neither wise, nor rich, nor great at once. But by softly treading the path and firmly planting his steps, his climb will be certain and advance sure, and he will everyday better his prospects, till in the end he gains and reaches the top. It is wisely said that the climb to the top is not a walk-over, but a walk-up. The high heavens are not reached on a single bound. We have to build the hidder by which we can rise from the earth below to the vaulted skies. We must mount to its summit step by step and round by round. One step at a time and that well placed will take you to the grandest height. One seed it a time and the firest grows, and one stone at a time and the palace rises. One drop at a time and the river flows. One word at a time and the greatest book is written. Thus, one thing at a time and that done well is wishom's proven rule for sure success.

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## Global War On Terrorism

For ten years and more, the serenity of the Kashmir Valley has been disturbed by gunfire and the access to some of the most beautiful spots in the world has been denied to tourists from within the country and abroad Worse still, enemies from across the border sowed the seeds of discord and hatred between communities in the name of religion. driving the Hindu Pandits out of their moorings to seek sanctuary elsewhere in India. People have lost count of the killings, massacres, lootings kidnappings and other heinous crimes in the course of the last ten years, all perpetrated by the hardcore militants—trained, armed and transported by India's neighbour Pakistan which has now become a de facto "terrorist" state, though its allies refuse to recognise its de jure status as the springboard of international terrorism due to their

own enlightened self interest. Hundreds of civilians and members of India's security forces, the BSF and the CRPF have paid with their lives for the proxy war waged by Pakistan.

The Kargil War was the grand climax of the systematic and sustained campaign of terrorism Pakistan has been waging against India Even during the war and thereafter there has been no let-up in the scale of violence and bloodshed let loose by the Pak-trained terrorists For over a decade India has been crying hoarse about international terrorism but none paid any heed to her complaints Things are now slowly changing and even USA and Russia are now veering round to India's viewpoint that they should mount a united front against terrorists training their guns wat the heart of the stability of their countries. The US concerns were triggered by June 1996 bomb attack on its military personnel in Daharan in Saudi Arabia The bomb attacks on the US Embassies in Nairobi and Dar-es-Salaam in '998 allegedly masterminded by the Saudi millionaire, Osama bin Laden from his hideouts in Afghanistan convinced Washington that international co-operation is a prerequisite to curbing state sponsored terrorism

Next to India the worst country to bear the brunt of terrorism this year has been Russia that lost more than 300 people in the bomb blasts that destroyed many apartment blocks in Moscow and other urban areas Russia traced the hotbed of terrorism as originating from the besis of disgruntled elements in Chechnya and Dagestan on closer scrutiny Russia found that it was all the handiwork of mercenaries trained in Pakistan and Afghanistan And the mastermind again was once again the dreaded Osama bin Laden! Russia protested to Pakistan in vain A desperate Russia took things seriously and launched both a combined air and land assault on Chechnya to flush out the terrorists presumably shielded by the government of the breakaway Chechnya

On September 17 1999, Osama bin Laden added India to USA as the two countries against which he and his



followers have declared 'jehad'. A Press release issued in Jalalabad said India and USA were the mulahideen's "biggest enemies" and they would target these "imperialist" forces wherever possible. He said he was ready to help the Kashmiri mujahideen and he did "help" them during the recent Kargil War. India can illafford to ignore the threat of Osama bin Laden and India's Home Minister, Mr. L.K. Advani said that India would take every step to meet any eventuality. Defence sources in India are aware that bin Laden has an unspecified number of Stinger missiles, the Russian-made SAM 7 surface-to air missiles and vast quantities of sophisticated small arms. And when he has the backing of Pakistan, why on earth bin Laden should worry at all about the arms for his 'holy war'. There is now enough flourishing business in drugs trade

and they have enough money to buy arms

Against this background, glowing tributes should be paid to the farsightedness of the Prime Minister, Mr. Atal Behari Vajpayee and the astute diplomacy of Mr Jaswant Singh in taking up the diplomatic initiative to forge concerted action to fight international terrorism with its "deadly cocktail of violence, religious extremism and narcotics trafficking " On September 17, 1999 India and the United States began high consultations to find ways of countering the looming spectre of terrorism across the world The US Coordinator for Counter-terrorism, Mr Michael Sheehan met Indian officials to define common parameters for bilateral co operation to prevent terrorist hombings USA is keen on evolving an international legal framework to punish terrorists. This includes proposals for extraditing suspects or the right to prosecute them in third countries Both India and USA also discussed the terrorism in Kashmir and the rapid spread of extremist violence from Afghanistan into the Central Asian States which include Kyrgyzstan and Tajikistan and the Moscow blasts, all seen as part of the terror network spreading across the globe from Afghanistan and Pakistan

In recent months, USA has reprimanded Pakistan, at least behind the scene, over its naked support for terrorisis in Kashmir It is an open secret that the terrorists could not have held Kashmir to ransom for so long without the material support of Pakistan How far USA is prepared to take on Pakistan in its war on terrorism without jeopardising its traditional relations with Islamabad remains to be seen. The issue of terrorism and how to fight it through fora like the UN Security Council was a major item in the agenda of the discussions held between India's External Affairs Minister, Mr Jaswant Singh and his Russian counterpart, Mr Igor Ivanov, during the UN General Assembly deliberations in New York in September, 1999 At the UN itself India signed on September 18. 1999 the International Convention for Suppression of Terrorist Bombings Once ratified, the convention will enable the countries to either prosecute or extradite those accused of terrorist bombings India is the 47th country to sign the convention which has been so far ratified by only six nations. It needs ratification by 22 countries to come into force. The convention was adopted by the UN General Assembly in December 1997.

It is now India's finest hour with the growing worldwide awareness on the dangers of international terrorism. No country can afford to remain complacent with the mad exporters of terrorism even daring to steal nuclear material to do their dirty and heinous job. One should hope that USA and Russia, together with other Permanent Members of the UN Security Council, would join together to tackle the international blackmail at its very source.

## China At Fifty: An Appraisal,

Together with Indian Independence in 1947, the ascendancy of the Communists to power in China marked a watershed in the history of the world, highlighting the

resurgence of Asia and the retreat of colonialism and imperialism. India celebrated the Golden Jubilee of her independence in August, 1997 China too is celebrating the 50th birthday of the Communist Revolution. While Gandhiji led the march to freedom at midnight, Mao as the leader of China's millions brought to a close the long century of China's 'humiliation' by imperialist powers, including Japan. There couldn't be any comparison between Gandhiji and Mao, though both played distinctive roles in moulding the future of their countries. Just as Gandhiji left his inimitable stamp on every facet of Indian life, the father of the Communist Revolution too had revolutionised the Chinese social, economic and cultural life. For good

or bad in fifty years, China has matured as a powerful economic and military giant that is sure to throw its weight in the new millennium.

In the avalanche of criticism over the excesses of the Cultural Revolution, the Great Leap Forward, the regimentation of a closed society and the massacre at the Tlananmen Square, the rest of the world underestimates China's stupendous achievements. Most of the Sinologists are so carried away by the achievements of the last twenty years that they tend to ignore the substantial contribution made by Mao Zedong. Beyond doubt, it was on the firm foundation laid by Mao Zedong that-Deng Xiaoping raised the superstructure.

Whoever has been the Chinese leader and whatever be the reforms they sought to achieve in the last fifty years, there are certain motivations that underlie every Chinese action. It is this distinctive Chinese psyche that strikes China observers most and that should inspire the developing countries including India. High ambition to become an important power in world politics, iron resolution, discipline, dedication and perseverance, adherence to the small family norm, importance of education and literacy, and the belief that they know much better than anyone else as to what is good for them and high individualistic and independent thinking and reverence for Chinese values have been the hallmark of every programme China undertook be it political, economic, social and cultural. It is not the sheer number of 1.2 billion people only, but the fact that the Chines- believed that they were, are and will be a great people and this unshakeable faith in their own greatness that permeated their domestic and foreign policies and their relations with USA and USSR (now Russia) and other countries, big and small. The Chinese wanted the rest of the world to treat them for what they are, no less and no more.

Wherever they floundered, they were prepared to learn from their mistakes and mend matters. The Chinese leaders spoke with authority on matters they considered right whatever the rest of the world might construe about their actions. And they had the cheek to tell the World Bank and IMF to mind their own business when both of them talked about corruption in China. It was Mao who instilled

the national pride in every Chinese, uniting the nation and raising his country to a standing of equality among the nations.

Fifty years on, China is slowly getting back the territories that, China believes, belong to her. Hong Kong became part of China in a smooth transition in 1997 under the innovative one-country, two systems formula, and so will be Macao by the end of this year. There cannot be two Chinas ... the Dragon spitting fire and brimstone on the mainland and the puny Taiwan propped up by USA for more than two decades. Both USA and Taiwan must yield to the overwhelming currents of geopolitics and let Taiwan become part of the mainland under the same formula



A dance troupe from one of China's different ethnic minorities performing in front of a miniature white pagoda in Beijing, China

that holds valid for Hong Kong-one country, two systems. The way China stormed the citadel of power politics shows its "never say die" spirit. For 23 long years US intransigence barred Chinese entry into the UN and today it is one of the five Permanent Members of the UN Security Council. In five decades China has achieved an average annual growth rate of 9.8 per cent. In 1997, its gross domestic product (GNP) reached \$ 1,055 billion, making it in terms of purchasing power parity (PPP) the third largest economy in the world. Per capita income rose to \$ 860, having doubled over the past decade; adult literacy rose to 87 per cent and average life expectancy climbed to 70 years. in just 25 years, China has attracted a direct foreign investment of \$ 140 billion and has accumulated foreign exchange reserves of \$ 120 billion and a trade surplus with the US of about \$ 40 billion. Striking statistics that should inspire our planners and administrators!

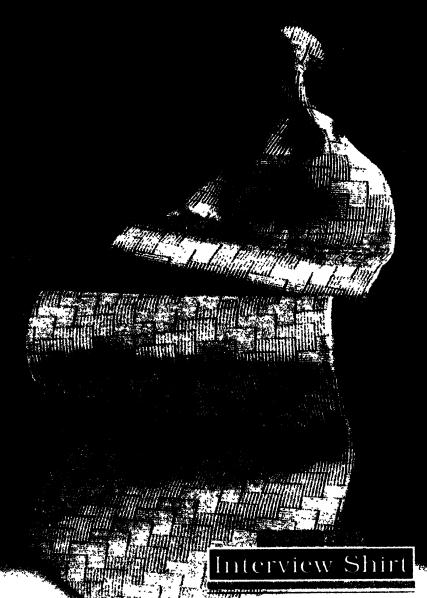
Take any field and the average Chinese is possessed of the "killer instinct". In the last Olympics, the Chinese, with their record-breaking medal haul, replaced Japan as the fourth country with the largest number of medals.

While making the most of the best from our neighbour across the Himalayas, India needs to gain a lot by leaving the past and opening a new chapter with China. Even China is keen to settle the border dispute with India and start things anew; they have already settled the berder disputes with Russia and the Central Asian Republics. During the first ever visit to India of a Chinese head of state in 1996, Mr. Jiang Zemin said: "We, the two great nations of wisdom that pioneered human civilisation, will surely bring a cooperative and constructive partnership into the 21st century."

As India and China are about to enter the threshold of the new millennium, one should hope that under the dynamic leadership of Mr. Atal Behari Vajpayee and the diplomatic skills of Mr. Jaswant Singh, a new twin star will rise on the international firmament.

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## **INDIA**



#### BJP And Allies Surge To Victory

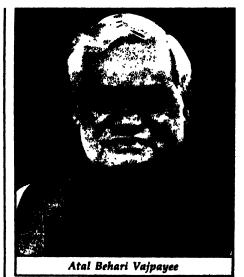
It was poetic justice to the leaders of the BJP and their allies, left midstream by crass political opportunists, but the enlightened electorate of India came to their rescue to help them reach the farther shore so that they can accomplish their unfinished task. Mr. Atal Behari Vajpayee, acknowledged today as the number one leader of the country and the well-knit team he led, were betrayed only months ago by AIADMK, in collusion with the Congress, and a few other parties whose only agenda all along had been that "either they would rule, or they wouldn't let any other party or combination rule". But the people of India scripted a different verdict in the elections to the 13th Lok Sabha avenging the wrong done to the BJP government.

The Bharatiya Janata Party and its allies in the National Democratic Alliance have secured a comfortable majority in the Lok Sabha and Mr. Atal Behari Vajpayee has become the Prime Minister of India for the third time; thanks to the machinations of the Opposition he has risen like a Phoenix. He was Prime Minister for just 13 days in 1996, but he never gave up, fought again like a brave and honest soldier and became the Prime Misses. In April 1998 and faced yet another trial early this year. And he is back again. He is the last one to run away from the battlefield. Like the jawans who stood their ground in the Kargil War, Mr. Vajpayee and his illustrious colleagues and partymen wrested victory fighting the battle from the vantage ground of moral strength and rectitude.

The people's verdict in favour of the BJP and its allies was clinched not only by the

way the coalition handled the Kargil War but also by the resentment over the way the coalition was thrown out of office through the conspiracy hatched by the AIADMK supremo and the Congress. India's oldest national party, the Congress, once again stands discredited, hoist with its own petard.

The BIP stormed the Capital with a kind of ferocity that surprised the party itself; it made a clean sweep of all the seven Lok Sabha seats. The Congress that came to power in Delhi in the Assembly elections on the fall-out of the 'onion crisis' just ten months ago had to eat the humble pie. BJP staged a strong comeback Rajasthan where it had to be content with five seats in the 1998 Lok Sabha and had later suffered humiliating defeat in the Assembly



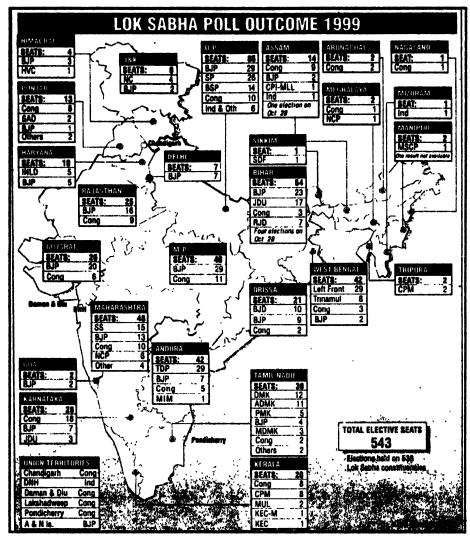
elections. While in Orissa, the BJP-BJD alliance dealt a stunning blow to the Congress, the Indian National Lok Dal-BJP combination in Haryana won all the seats by big margins blanking Congress. The BJP emerged as the biggest gainer in the elections in Andhra Pradesh which saw the virtual marginalisation of smaller parties due to the near-total polarisation of votes between the TDP-BJP combine and the Congress. While the BJP and its ally DMK in Tamil Nadu, the BIP-Shiv Sena alliance in Maharashtra and the BIP in Guiarat marched ahead of others, the NDA suffered setbacks in Uttar Pradesh, Punjab and Karrataka. In Laloo's Bihar again the BJP-JD (U) combine stole the limelight. Laloo Yadav himself bit the dust, falling like a giant oak weakened by the small strokes caused by his own misdeeds.

With the results announced by October 8, 1999, the NDA has crossed the 300-mark bettering its record in 1998, with BJP improving its tally of 1998, paving the way for the easy formation of government.

The 1999 elections proved to be the most disastrous blow to the Congress Party since Independence. Its tally of 112 seats is the lowest since 1952 when democratic India went to poll for the first time. Stunned by the humiliation at the hustings, the Congress President, Mrs. Sonia Gandhi called for introspection over party's poor showing leading to resignations by four of its General Secretaries owning moral responsibility for the party's debacle in the states under their charge. Dr. Manmohan Singh, the leader of Congress Party in Rajya Sabha, has also put in his papers. Meanwhile, Mrs. Sonia Gandhi has got herself elected as leader of Congress Parliamentary Party. Yet another casualty

	TH	E TALLY	
	BJP+	CONGRES 134	
	303	IND.& OTHERS 58	LEFT 42
~			

	•		[]		
BJP & AI	LIES	,		LEFT	
ВЈР	182	Shiv Sena	15	CPI	
BJD	10	Trinamool	8	CPI(M)	32
DMK	12	TDP	29	FBL	2
HVC	1	Ind. & Others	3	KEC	4
INLD .	5	TOTAL	303	RSP	3
JD(U)	20	CONG & AI	LIES	TOTAL	42
Loktantrik	1	Congress	112		
MDMK	4	AIADMK	10	OTHERS	
MGDK	1	KECM	1	BSP	14
MSCP	1	MUL	2	Samajwadi	26
WC	4	RJD	7	Ind. & Others	18
PMK	5	RLD	2	TOTAL	58
SAD	2 .	TOTAL	134 •		
Total Elective S	eats: <b>543</b> ;	Election Held: 538;	;		
Graphic based				KBK <b>Poli</b> gi	raphics



of the polls has been the socalled Third Front that suffered greater shrinkage at the hands of the electorate.

However, the Congress has made spectacular gains both in Uttar Pradesh and Punjab (where it rose from ashes to capture 10 and 8 seats respectively to Lok Sabha) as also in Karnataka with a bag of 18 seats (62%) in Lok Sabha.

# State Assemblies Elections

In Karnataka, the Congress emerged with an overwhelmingly big majority in Assembly elections. Mr. S.M. Krishna, KPCC (I) President took oath of office on October 11, 1999 as Karnataka Chief Minister marking the return of Congress rule in the State (Fortunately, the new Chief Minister has stated that he would not scrap the August 1998 Cauvery Accord with Tamil Nadu).

In Arunachal Pradesh, Congress Chief Minister, Mr. Mukut Mithi, riding on a two-third majority, is already in the saddle since October 11, 1999.

However, just as the anti-incumbency factor did not work in the case of the BJP-led coalition at the Centre all because of the enviable record they had left behind, in the case of Andhra Pradesh too that went to the Assembly polls, the anti-incumbency factor was relegated to the background because the people of the State were carried away by the style of governance of its Chief Minister, Mr. Chandrababu Naidu

who streamlined the administration at every level. As the Chief Minister himself admitted, the verdict was a "positive vote for development". Mr. Naidu has for the second time assumed office of Andhra Pradesh Chief Minister on October 11, 1999.

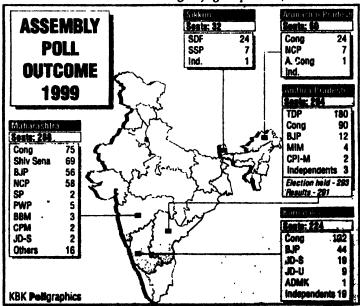
In Sikkim, Mr. Pawan Kumar Chamling, President of Sikkim Democratic Front was sworn in second time as Chief Minister of the State on October 11, 1999.

In Maharashtra, the Congress is trying to oust BJP-Shiv Sena combine in collaboration with Nationalist Congress Party (NCP) of Sharad Pawar.

# Elections 1999 : Apathy And Violence

Between 1989 and 1999 the largest democracy in the world has had as many as five general elections and if the people of India have become sick of the whole exercise, the political parties, the politicians and the system have to blame themselves. Anxiety is writ large on the face of electorate; voters are reluctant to vote for those who are simply not concerned about the day-today problems the people face. Fifty-two years on, the people are struggling to stay afloat, denied of access to proper medicare, sanitation and housing. Unemployment is mounting and drinking water has become a luxury. Their litany of woes is unending and with most election promises reduced to a sham, every election has become another act of betrayal. In Keonjhar district in Orissa, nearly 20,000 voters in the tribal belt boycotted the poll to protest against the government apathy towards them. Many voters in constituencies like Sambalpur in western Orissa, Dhenkenal and Cuttack did not go to the polling booths just because many of their villages did not have basic facilities like roads, drinking water, health care facilities and schools.

Large-scale violence in Bihar, Jammu and Kashmir, Andhra Pradesh and the North-East during the different phases of the election to the Lok Sabha showed that the polls would have taken still a higher toll if the Election Commission had not made adequate security arrangements. In Andhra Pradesh, the Telugu Desam candidate for the Sirpur constituency was gunned down along with his three security guards in the fourth major attack by the outlawed Naxalite outfit, the People's War Group. In a daring daylight operation, the extremists





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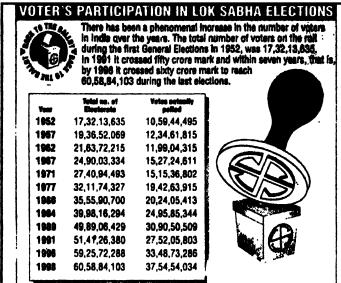
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ì	Last date for receiving the completed CAT applications by the IIMs	12th October '99
: !	Start of issue of EMPI Prospectus and application forms	15th September '99
	Last date for receiving completed EMPI application at EMPI office	10th December '99

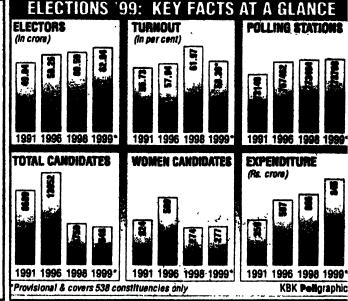
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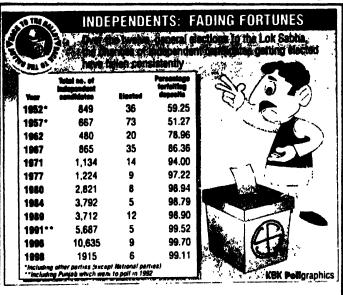
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**VIOLENCE IN LOK SABHA ELECTIONS** incidence of No. of Deaths Total No. of Poli Vielence Repolls Ą. 209 924 2826 1938 1998 1999\* 1996 1998 1999 1996 1998 1999\* 1996 Details of deaths in 1999\* election: Land mine blasts and violence by insurgents and extremists 83 Violent incidents during the poll period 55 138 Of these Security and Poll Personnel 74

shot down an Assistant Inspector-General of Police in Hyderabad on September 4, and a few days later blasted a police station in Medak district and carried away weapons after killing five constables. The statewide bandobust notwithstanding, the Bihar State witnessed one of the worst acts of violence on the polling day; the outlawed Maoist Communist Centre that had called for poll boycott struck with fiendish savagery, setting up landmines that took away the lives of 30 people in the districts of Palamu, Hazaribagh and Chatra. Most of the victims were those on official duty, either police officials or poll officials.

**KBK Peligraphics** 

Elsewhere in Baramula in Jammu & Kashmir, at least eight people, including two jawans of the Indo-Tibetan Border Police (ITBP) were killed, and several others were injured in poll-related violence.

Caste divisions too have played a significant role in the pattern of voting in different States, especially in Bihar and Uttar Pradesh.

As regards the issue of 33% reservation for women in the Lok Sabha and State Assemblies, notwithstanding the clamour of political parties to this effect, the number of women candidates stood at absymally low of 247—far lower than 1991 (324), 1996 (599) and 1998 (274). The Congress fielded maximum number (50) followed by BJP (25), Samajwadi Party (12). However only 47 women candidates emerged victorious—Congress and BJP (15 each), Left parties (4), Samajwadi Party and TDP (3 each), Trinamul Congress (2) others (5).

#### Redeeming Features

However, the redeeming features of Elections '99 have been a marked decline in incidence of poll violence, deaths and number of repolls as compared to 1996 and 1998, a better turn-out of voters 58.3% (barring 1998-62%) and a drastic fall (46.5%) from 8699 in 1991 to 4648 in 1999 in total number of candidates. The independent candidates have been getting worst

drubbing in these elections with over \$95 getting their security deposits forfeited i 1991, 1996, 1998 and 1999 in contrast to 595 in 1952. A 22.5% increase in number of voters to 62.04 crore in 1999 from 49.84 crore in 1991 has entailed a whopping higher (130%) expenditure of Rs. 436 crore in 1990 (Rs. 840) as compared to 1991 (Rs. 359 crore

Another interesting feature of thes elections is that the Congress despite havin won fewer seats (112) than BJP—in fact was the lowest score since 1952—secure higher percentage of votes (28.42%) than BJ (23.07%). However in terms of percentag of votes polled in seats contested (339), BJ leads with a percentage of 39.67% followe by CPI(M)—35.40%. The Congress secure only 33.9% on 453 seats contested by it.

Meanwhile, both CPI and newly-emerge JD (Secular) led by former PM, Deve Gowd could lose national status in view of the respective poor poll percentage of .1.45 an 0.92 which is far below the prescribe minimum percentage.

#### Cauvery Dispute Boils Over

Mother Nature never wants her people to miss her eternal message: "Our patience will achieve more than our force." So it was the case with the sparring riparian States, Tarhii Nadu and Karnataka, that squabbled own the sharing of the waters of the Cauvery, with the Centre being forced to intervene and as the tempers seemed to go out of control, there came the showers of mercy from the heavens giving the farmers enough water for their fields and easing the tension between Chennai and Bangalore.

It all began around the middle of September 1999 when Tamil Nadu pressed the crisis button with the water level sharply coming down in the Cauvery delta region of Tamil Nadu. The State Government swung into action taking steps to rationalise the use of available water to ensure irrigation of the standing kuruvai crops. Tamil Nadu complained that the kuruvai crops would be badly hit if the Cauvery water was not released by Karnataka as per the interim award of the Cauvery Water Disputes Tribunal. The State claimed that it had till then received 95 tmc ft of water against 125 tmc ft. The problems of farmers in Vamil Nadu became more acute following the drying up of inflow into the Mettur reservoir. Karnataka too has been facing difficulty in view of the failure of rains; it, however, claimed that up to September 14, 1999, it had released to Tamil Nadu 106.2 tmc ft of water as against 121.4 tmc ft of water it should have released in accordance with the June 1991 interim award of the Cauvery Tribunal. The then Karnataka Chief Minister, Mr. J.H. Patel said on September 23, 1999 that he would abide by the decision of the Monitoring Committee of the Cauvery River Authority headed by Prime Minister.

An emergency meeting of the Monitoring Committee held in New Delhi on September 24 failed to bring immediate relief to Tamil Nadu, as Karnataka turned down the recommendation that it release 3 tmc ft of water to Tamil Nadu before September 30 and another 6 tmc ft of water by October to save the standing crops in the Cauvery delta. The Committee suggested that Karnataka make good a deficit of 20 tmc ft of water in addition to the mandatory releases by December to Tamil Nadu.

At the instance of the Prime Minister, Mr. Atal Behari Vajpayee, a three-member team comprising the Union Water Resources Secretary, Mr. Z. Hassan, Mr. Mohile, Chairman, Central Water Commission and Mr. C.D. Kochi, member-secretary to the monitoring committee of the Cauvery River

Authority visited on September 27, 1999 the catchment areas of the Krishna Raja Sagar, Kabini, Hemavati and Harangi in Karnataka and the Mettur Reservoir in Tamil Nadu for a spot assessment of the water situation.

Karnataka told the visiting Central team that as against the requirement of 49 tmc ft of water to irrigate a command area of 1,92,000 hectares under Krishna Raja Sagar, only 30.826 tmc ft of water was available. Till the end of December 1999, 44 tmc ft of water was earmarked for standing crops, 3.25 tmc ft towards evaporation loss and 1.5 tmc ft for drinking water supply to Mysore city.

Thus there developed a stalemate with both Karnataka and Tamil Nadu-the two ruling allies of NDA--sticking to their rigid stands at a crucial juncture amidst run-up to 1999 elections. Then, all of a sudden the looming crisis seemed to dissipate itself as rain-bearing clouds gathering on the horizons in Tamil Nadu and Karnataka seemed to pacify the frayed nerves. The scheduled meeting of the Cauvery River Authority summoned by the Prime Minister on September 29, 1999 did not take place because of the illness of the Karnataka Chief Minister. And all the concerned knew there was no point in having a meeting without the presence of a leading party to the Cauvery water dispute. The sudden rainfall in the catchment areas of the Cauvery reservoirs in Karnataka and Tamil Nadu cheered up all-the riparian States and the Centre.

The Central team of experts which inspected the Cauvery reservoirs in Karnataka and Tamil Nadu submitted its report to the Prime Minister's Principal Secretary on September 29, 1999, but with bountiful rains raising the levels of reservoirs, it is anybody's guess whether there would be a meeting of the Cauvery River Authority or not. The crisis seems to have blown over; thanks to rain god.

# Law Commission Focuses On Poll Reforms And Women's Rights

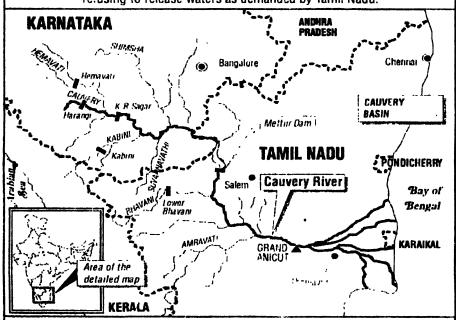
In its 170th report, the Law Commission headed by former Supreme Court Judge, B.P. Jeewan Reddy has recommended sweeping electoral reforms in order to have cleaner politics that would ensure stability of the government. The Commission wants the electoral system to be more representative, fair and transparent to strike deeper roots for democracy and eliminate the deleterious trends of proliferation and splintering of political parties.

For instance, in the just concluded elections to the 13th Lok Sabha there were seven national parties, 35 State parties and a staggering over 620 unregistered parties, besides thousands of independent candidates, exasperating the Election Commission in finding out new symbols.

The Law Commission would like the government to introduce a fresh chapter in the Representation of the People Act, regulating the formation and functioning of political parties, all with an intent to ensure internal democracy. It stressed the necessity

#### CAUVERY WATER DISPUTE

The Cauvery water sharing dispute has flared-up once again with Karnataka refusing to release waters as demanded by Tamil Nadu.



#### **KEY FACTS:**

#### Drainage Area

Karnataka: 34,273 sq km

Tamil Nadu & Pondicherry 44,016 sq km

Kerala. 2,866 sq km

No. of districts covered

Karnataka: 8

Tamii Nadu & Pondicherry. 11

Kerala: 3

#### Net irrigated area in Cauvery basin

Karnataka: 11 2 lakh acres

Tamil Nadu & Pondicherry: 28 lakh acres

Kerala: Marginal acreage Total: 39.2 lakh acres

#### Ratio of net sown area to drainage area

Karnataka 42.2%

Tamil Nadu & Borleti perry, 47,3%

Kerala 39 601

KBK intographics

of having elections once in five years for the Lok Sabha and the Assemblies. The Commission also has suggested revision of the anti-defection law and has proposed that a pre-election front or coalition of political parties should be treated as a "political party" for the purpose of the Tenth Schedule.

The Report of the Law Commission has suggested that any political party that receives less than five percent of the total valid votes cast in the general elections to the Lok Sabha or the State Assembly should not be entitled to any seat in the Lok Sabha or State Assembly even if it wins any seat. The Commission has suggested the desirability of adopting a rule by which only a candidate obtaining 50 per cent and above of the votes should be declared elected.

A major recommendation of the Commission is that independent candidates be barred from contesting elections for the Lok Sabna and the State Assemblies.

On the state funding of political parties, the Commission has reiterated the recommendations in the Indrant Gupta Committee report, subject to certain changes. Similiar provision can be found in several other democracies. The Commission has recommended that in case of electoral offences, the training of a charge by a court should itself be a ground for disqualification in addition to conviction.

The other major recommendations of the Commission cover the use of electronic voting machines and the restriction on "noconfidence motion".

The 15th Law Commission is trying to simplify the Central Acts. Among others, the Commission has also recommended changes in the Agricultural and Processed Food Products Export Development Authority Act to ban the export of vegetables, meat and fruits in view of acute scarcity and sky-rocketing prices of these products.

It has also begun a study of certain provisions of the property rights of Hindu women, especially of the daughters to ancestral property. The study is intended to bring about an amendment in the Hindu Succession Act of 1956 to provide Hindu women, especially the daughters, the right to ancestral or inherited property. There are two schools of Hindu law-Mitakshara and Davabhaga. While Dayabhaga law prevails in West Bengal, Assam and part of Orissa, Mitakshara prevails in the rest of India.

Under the Mitakshara law, a son, a grandson and a great-grandson have a right by birth in the ancestral properties in the hands of the father and their interest is equal to that of the father. However, this is confined to the male members of the joint family and women enjoy no rights here whatsoever.

The amendment to be suggested by the Law Commission would seek to eliminate the gender discrimination in Mitakshara coparcenary by including daughters as legal heirs. The Commission is also considering the inheritance certificate on the death of an individual by all the heirs to indicate their shares, which would be regarded as a proof of their right in property or properties.

The objective of the Law Commission's study is to amend the law in order to do away with the long-standing gender iniustice.

#### Is It OK, With Y2K Just Days Away?

There was a stale joke in circulation several years ago when it was said that you don't have to pay for coconuts in Canada simply because coconuts are not available there! The same is true of the Y2K spectre as far as India is concerned just because we are not as much concerned as the West just because our system is not that computerised. Or we are living in both the bullock age and the age of computer technology.

The IT industry realised about five years ago that when the year 2000 succeeds 1999, won't the computer get confused, mistaking the last two digits '00' for 1900 instead of 2000. There is a universal fear that this could happen and hence there is a worldwide alert to set right old computer programmes by restoring the full four digits to the year.

The Government of India started working on the Y2K compliance after international rating agencies categorised India along with China as among the risk-prone areas in regard to Y2K problem. The National Informatics Centre is monitoring the Y2K preparedness situation on a day-to-day basis and taking appropriate steps. According to the Electronics Secretary, Mr. Ravindra Gupta, the Company Law Board has directed the statutory auditing authorities to look into the Y2K preparedness of each company.

#### Harshad Mehta: "The Bull Impounded"

The infamous securities scam rocked the Bombay Stock Exchange seven years ago, sending a chill down the spines of thousands of small and first-time investors.

After an agonising seven long years, the nemesis has overtaken the arch villain of the securities scam, the "Big Bull" Harshad Mehta. In a long-awaited and significant verdict, a special court in Mumbai convicted him and three others on September 27, 1999 for misappropriating the surplus funds of Maruti Udyog Ltd. (MUL) to the tune of Rs. 38.97 crores between April 1989 and May 1991. All the four have been convicted for being a party to criminal conspiracy, criminal breach of trust and dishonest appropriation.

The verdict was pronounced by Mr. Justice M.S. Rane in a packed courtroom. Besides Harshad Mehta, others convicted were Pramod Kumar Manocha, former deputy finance manager of MUL, Vinayak Narayan Deosthali, former assistant manager of the United Gommercial Bank and Ram Narayan Popali, former officer of ANZ Grindlays Bank. The court held Harshad and others guilty of conspiracy (Section 120-B) to divert MUL funds deposited at Canara Bank's Parliament Street Branch in Delhi to the account of "Big Bull" at Grindlays Bank there.



Harshad Mehta

Manocha was found guilty of abusing his position as a public servant by causing and/ or allowing the MUL's funds to be wrongfully gained by Mehta. He was also found guilty of dishonestly delivering 35 lakh units of the Unit Trust of India (UTI), valued at Rs. 4.99 crore and belonging to the MUL to Khandelwal, the then manager of Mehta's firm and now an attorney Khandelwal had turned approver and deposed against Mehta. The court held Deosthali guilty of forging and using valuable securities of the UCO Bank to cheat the MUL.

#### Illegal Migrants From Bangladesh

Most of the States in the North-East have been facing the problem of illegal taigrants from Bangladesh over the years resulting in a steady impact on the political, cultural and socio-economic life in these States. Neither legislation nor any executive action by the Centre has been able to solve the problem.

The 'explosive' matter of illegal migration of Bangladeshis into the North East came to the notice of the Supreme Court of India in September 1999 when the apex court expressed its concern and asked the Central Government to make "honest and serious" attempts to stop the flow. A Bench comprising Chief Justice Adarsh Sein Anand, Justice M. Sreenivasan and Justice R.C. Lahoti said that the large scale migration of Bangladeshis into the North-Eastern States posed the danger of changing the demography of the region.

The Supreme Court made these observations during the hearing of a public interest petition filed by the All India Lawyers Forum for Civil Liberties which alleged that both the Central and State governments were doing nothing to prevent illegal migration from Bangladesh.

In his deposition, the Additional Solicitor-General, Mr. R.N. Trivedi said that the Centre was actively considering the suggestion of the Assam Government to "repeal the Illegal Migrants (Deportation by Tribunals) Act as the State complained that it was posing various problems in deporting illegal migrants.

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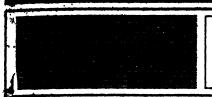
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# The World

#### Fifty Years After The Communist Revolution

At the end of 1947, with the Communist forces making steady inroads, the United States pulled out of China. After losing several major battles throughout the span of 1948-49, the Kuomintang (KMT) forces retreated to Taiwan and in Beijing, Mao Zedong proclaimed the establishment of the People's Republic of China on October 1, 1949. A new chapter began in the colourful history of China.

Fifty years on, China and the rest of the world are taking stock of China's successes and failures. It is quite natural for China to gloat over their achievements and camouflage their failures. Any other country would have done the same while basking that while China chose to attack her neighbour and bhai bhai India, once her great friend at the UN, while decades later in the 90s the USA and China have become-once both sworn enemies—economic benefactors and beneficiaries in one go. Where the hell the ideologies are gone? When self-interest supervenes, ideologies are given a decent burial. Even when China is known to have violated the NPT several times over, the capitalist USA flinches back at penalising the Red China! The simple fact is that it is no longer Mao Zedong's China; it is Jiang Zemin's-a pragmatic, futuristic leader who does not want his 1.2 billion people live in the 20th century as the rest of advanced societies in the West crosses the threshold into the 21st century.

In 1956, Mao announced a policy of "let a hundred flowers bloom, let a hundred

> schools of thoughts a boomerang.

contend," inviting criticism of the party and government, but the father of the Communist revolution was least prepared for the whirlwind of criti cism that soon swept the country. The critics soon found themselves in labour camps. The idea was

Russia When refused to share its nuclear secrets with China, Mao broke with the Soviet Union and expelled all Soviet personnel

in 1958. There followed the Great Leap Forward-a people's plan without any aid from abroad. Huge rural communes replaced peasant small holdings and cooperatives and agriculture was placed under the direction of the central planning. It was indeed a great leap backward that caused widespread famine and social dislocation as Mao himself admitted in 1960.

It was around this time that China was piqued by the unrest in Tibet which was quelled by an iron fist. The Dalai Lama and hundreds of his followers fled to India. But the border war with India that followed sent shock waves throughout the subcontinent and punctured the dreams of pacifist lawaharlal Nehru. It was the end of a dream.

Mao's Cultural Revolution too ended in smoke. The 1968 Soviet invasion of Czechoslovakia convinced Mao that the USSR was potentially a great threat to China than the USA. China became closer to the USA than ever before. On October 25, 1971 China replaced Taiwan as the member in the UN and the following year the US: President, Richard Nixon visited China.

After the death of Zhou Enlai, the Prime Minister of China, in January 1976 and of Mao on September 9, 1976, Deng Xiaoping became China's paramount leader.

On January 1, 1979, China and the USA entered into formal diplomatic relations. In the 80s, China dismantled its rural communes and returned land to individual peasant holdings under long term leases. Small scale enterprises came up in rural and urban China.

The ruthless massacre at Tiananmen Square has left a black spot on the face of China in terms of gross violation of human rights The USA and many other countries imposed economic sanctions against China. but soon there was a thaw and in the 1990 the USA renewed China's most favoured nation status.

While political dissent was stifled, China embarked on massive economic reforms in the 1990s, the momentum of which has not suffered any let-up as China enters the millennium after her Golden Jubilee. The most stunning has been her economic miracle, thanks to her rapid integration into the global economic system. It is predicted that by 2020, the Chinese economy could be the largest in the world.

Likewise, the USA may be the sole superpower, but China is poised to become the potential second superpower, thanks to the investment of 10 per cent of its GDP in

In fifty years the political and economic maps of the world have changed beyond recognition and inevitably China too has changed. The worst victim of this change has been ideology and the so-called 'communism' has been made irrelevant in most parts of the world. The first to jettison the ideology was the former Soviet Union and then followed the East European countries; for China to hug this outmoded ideology, she must have her own compulsions. One pities the leftover of this ideology in Kerala, West Bengal and Tripura states of India where what is left of CPI and CPM is prepared to go to any length to change their spots and shed their skin if only it would help stop the BJP juggernaut.

Even at the colourful Golden Jubilee celebrations in Beijing on October 1, 1999, the Chinese leaders couldn't offer anything beyond the usual platitudes. What they did not say was more important: the survival instinct has killed Marxism, Leninism and Maoism. "Let a hundred flowers bloom!"



A picture released by Chinese official news agency, Xinhua on the eve of 50th anniversary of People's Republic of China shows Mao Zedong, Chairman of the Chinese Communist Party from 1935 until his death in 1976, riding a horse on his trip to Shaanbei in 1947 during the civil war with Kuomintang

in the glory of a Golden Jubilee. Like any other nascent nation, China too toddled its way before it learnt to stand on its own.

Though China was quickly granted diplomatic recognition after the Revolution in 1949 by the Soviet bloc nations and some Western nations like Britain, it was being isolated in international affairs by the US which continued to support Taiwan or the Nationalist China confined to its offshore possessions, while Taiwan still retained the seat in the UN, claiming to represent the entire China. Enlightened self-interest and its antipathy to Communism made the USA stubborn in opposing the entry of China into the UN year after year. A country like India pleaded for China's admission in the UN on the simple logic that the USA could not wish away the presence of a big country with a huge population just because it was totally opposed to the Communist ideology. But the ways of the world are inscrutable

#### APEC Summit In Auckland

As the world gears up to open yet another chapter in the history of international economic co-operation, with the proposed launching of a new trade round at the WTO meeting in Seattle, US, in November 1999, the APEC (Asia-Pacific Economic Cooperation) summit held on September 12-13, 1999 finalised various proposals of the 21 members of the APEC that represent \$16 trillion in gross domestic product and almost half of the world trade.

In fact, the world leaders discussed more of the same trodden ground such as steps to reduce trade barriers and improve financial markets in the wake of the Asia crisis. The members of the APEC, backed the US call for a short, substantive WTO agenda under a three-year deadline that would cover global trade in all farming, services and manufacturing areas.

APEC members also called for the abolition of all agricultural export subsidies---a stance aimed at pressuring the European Community to reduce its bloated export payment and other subsidy

programmes.

APEC leaders also agreed to explore regional banking standards and push for a more open airline market, including an end to restrictions on air freight, ground handling, computer reservation systems and shared flights, known in the industry as 'code-sharing'.

Some of the world leaders who attended the Auckland summit, were the US President, Mr. Bill Clinton, the Chinese President, Mr. Jiang Zemin, the Philippines President, Mr. Jose Estrada, the Russian Prime Minister, Mr. Vladimir Putin, the Singapore Prime Munster, Mr. Goh Chok Tong and the That Prime Minister, Mr. Chuan Leekpai.

The 21 members of APEC are Australia, Brunei, Canada, Chile, China, Hong Kong, Indonesia, Japan, Malaysia, Mexico, New Zealand, the Philippines, Papua New Guinea, Russia, Peru, Singapore, South Korea, Taiwan, Thailand, the United States and Vietnam.

#### East Timor : Tragedy After Triumph

Even at the hour of triumph the leaders of the independence movement in East Timor could feel tremors of a backlash: the ring leaders of the pro-integration movement crying for the blood of the East Timorese who voted for secession on August 30, 1999. Thus, at the dawn of the first crimson rays began a hideous nightmare of looting, burning and killing by antiindependence militias, all with the connivance of the Indonesian army. As the rest of the world and the UN watched helplessly, more than 200,000 East Timorese were forced to leave their homeland; nearly 50,000 people were shipped to militia-run camps in West Timor, where retugees unburdened real stories of the massacres and arson attacks.

The conspiracy of the Indonesian army to hijack the results of the referendum stirred

up a hornet's nest around the world. US President, Mr. Bill Clinton announced the suspension of all military sales to Indonesia and even threatened a review of the economic ties with Jakarta if the latter continued to scuttle the UN moves to send a multinational peacekeeping force to safeguard the lives of East Timorese and cry a halt to the orgy of violence unleashed by the pro-integration militia. While aid



East Timorese looting furniture from the burning Dili Governor's residence in Dili on September 24, 1999, after it was allegedly set on fire by pro-Indonesia militia

agencies feared that more than 7,000 of East Timorese had already been killed, the Indonesian government dilly-dallied on the international pressure for a UN force to restore order in East Timor. At long last the Indonesian President agreed September 12, 1999 to the proposal for a UN Peacekeeping Force in East Timor. On September 15, 1999 the UN Security Council authorised the setting up of a multinational force to secure peace and security by 15 to 0 vote.

Meanwhile, the UN representatives and the Indonesian authorities signed an agreement in Jakarta for the smooth facilitation of a massive humanitarian relief operation in East Timor. Under the accord. the Indonesian military units would clear areas for the airdrop of food and other relief materials by or under the UN supervision. Jakarta is bound by the new accord to ensure that pro-independence militia among the East Timorese would not block this humanitarian exercise.

Led by Major-General Peter Cosgrove of Australia, the International Force for East Timor (INTERFET) started arriving in Dili. the East Timorese capital, from September 20 to carry out "Operation Stabilise".

The UN High Commissioner for Refugees, Ms. Ogata, came down to Jakarta on September 20 to hold talks with the Indonesian President, Mr. B.J. Habibie after visiting West Timor to make an announcement of the conditions of the East Timorese who had either fled there or been forcibly "re-located" there by the antiindependence militia.

On September 29, 1999 Indonesia allowed the UN to undertake civilian duties in East Timor. With water, electricity and sanitation and telecommunications in shambles, the UN has been keen to restore normal life.

Uncertain of the future, the independence crusader, Mr. Xanana Gusamo is contemplating a provisional government-inexile in Australia as a first step towards his eventual goal of shifting base to Dili.

Events fast unfolding in the rest of Indonesia will have their fallout over the future of East Timor. An uncertain future haunts even the President, Mr. B.J. Habibie with the Presidential elections just a few

weeks away. Mr. Habibie is already under fire for submitting to the UN-sponsored referendum in East Timor and the induction of the multinational force in the wake of the violence in the break-away province.

In East Timor itself, the anti-Independence militia commander has warned that the militia would wage guerilla war against the UN forces in Timor.

The UN admits that it would take more than \$ 100 million in the next six months to rebuild the shattered lives of hundreds of thousands of East Timorese.

#### UN And Human Rights

Human rights are being violated the world over in countries, big and small, by the State itself or institutions supposed to safeguard them. The UN itself framed several years ago the Universal Declaration of Human Rights and on several occasions it has found itself not acting on time.

Opening the last UN General Assembly debate of the 20th century, the UN Secretary-General, Mr. Kofi Annan, said on September 20, 1999 that the UN could not sit back and do nothing when gross human violations occurred, even if this means inilitary action. He said that if the Security Council did not act on human rights violations, none would take its directives, issued often, seriously. "If States bent upon criminal behaviour know that frontiers are not an absolute defence, if they know that the Security Council will take action to halt crimes against humanity, then they will not embark on such a course of action in expectation of sovereign impunity," said Mr. Annan.

The Security Council has been faced with China, and at times by Russia, balking at military intervention, on one hand, and the USA, on the other, turning down substantial UN peacekeeping operations with increasing regularity. In the politics played by the socalled big powers—the permanent members of the Security Council-they have turned a blind eye to the violations by certain States and recommended UN action where their interests were affected. The world body looked on supinely when hundreds upon thousands were massacred in Rwanda in

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1994. Said Mr. Annan. "The choice must not be between the Security Council unity and the inaction in the face of genocide—as in the case of Rwanda, on one hand, and Council division, with regard to action, as in the case of Kosovo, on the other." UN cannot afford to be "selective" where human rights are violated.

This was a point taken up by the Algerian President, Mr. Abdelaziz Bouteflika who challenged the trend towards intervention in internal conflicts in the name of human rights, saying it often ignored the economic and social roots of such crises. "When does aid stop and interference begin?" He asked: "Is interference valid only for weak or weakened States or for all States without distinction?" He said intervention should occur only with the consent of the State in question "not only because sovereignty is our final defence against the rules of an unequal world but because we are not taking part in the decision-making process by the Security Council."

The French Prime Minister, Mr. Lionel lospin who also intervened in the UN debate said that the UN's mission is not limited to the settlement of conflicts among States.... The mission extends to defending human dignity within each State and where necessary—as the Charter permits—against States." The British Foreign Minister, Mr. Robin Cook, said that while intervention must always be the last resort, "we have a shared responsibility to act also when confronted with genocide, mass displacement of people or major breaches of international humanitarian law. To know that such atrocities are being committed and not to act against them is to make us complicit in them. And to be passive in the face of such events is to make it more likely they will be repeated."

Meanwhile, India has strongly criticised the rising interventionist impulse under the pretext of defending human rights and warned that it runs the danger of exacerbating conflicts, between and within nations. Reacting to UN Secretary General's plea for military action by nations or groups of nations without UN authorisation, India's permanent representative to UN, Mr. Kamlesh Sharma stated, "It is clear that emergence of a principle of armed intervention to redress humanitarian issues woule set the world on a perilous slope; in principle atleast there would be no limits to it."

#### Terrorists Strike At Will In Russia

Osama bin Laden! A terrorist at large who has of late given sleepless nights to Russia's President Boris Yeltsin. Osama has declared jehad on India and USA, arrogating to himself the imaginary powers of the undeclared 'budshah' of Islamic fundamentalism worldwide. Osama shot into limelight just 13 months ago when he was said to have masterminded the twin bombings of the US embassies in Kenya and Tanzania which killed 220 innocent people and left thousands wounded. In late August and September this year one could smell the stench of more or less the same conspiracy in yet another part of the world, all hatched by the same arch villain, who used more or the less same methods to strike terror. This time Osama chose Russia using as his conduits Chechen warrior Shamil Basayev and Khattab, the militant of Jordanian origin, who led the invasion into Dagestan in August last, to give vent to his venom.

It was a kind of serial bombing that caught President,

Mr. Yeltsin napping and found the enforcement wing of Russia wanting. On September 5, a car bomb ripped through a five-storey block of flats in Buinaks, Dagestan, killing 60 people. Four days later, 300 kg of explosives blew up a nine-storey apartment house in Moscow, burying 95. And on September 14, a bomb blast flattened an eight-storey Moscow block of flats, killing as many as 118 and two days later a truck bomb exploded outside an apartment block near a dam and an unfinished nuclear plant in Volgodonsk, killing 14 people. Home to atomic factory workers, Volgodonsk, 1,200 km south of Moscow, was founded for workers building a Stalin-era hydel plant and dam. It later grew to a town of 200,000 after a factory opened to build equipment for nuclear plants.

A panicky Russian government soon beefed up security at its nine nuclear power stations following the serial bombings that

claimed nearly 300 lives.

In mopping up operations in Russia, the Interior Ministry uncovered 521 tonnes of explosives leading to the arrest of 101 suspects. Seventeen warlords in Chechnya were declared wanted and the Interpol has been informed.

While the Chechen rebels are held responsible for the series of bombings in Moscow and elsewhere, the experts draw a parallel between the blasts in Russia and the terrorist attacks on the US Embassies in Nairobi and Dar-es-Salam. A Russian security expert claims in an article in a Russian daily that the terrorists who targeted the embassies last year and the buildings in Russia seemed to have "learned from the same textbooks". He points out that in the bomb attacks in Nairobi and Dares-Salam the terrorists used a mixture of aluminium powder, sugar powder and saltpeter to make bombs. Also, in two of the four bomb blasts in Russia, the terrorists planted the explosives in trucks parked near the targeted buildings-the way they did in Kenya and Tanzania.

Meanwhile, at the Asia-Pacific Economic Co-operation Forum (APEC) in Auckland, the Russian Prime Minister, Mr. Vladimir Putin announced that Russia and USA would join hands against their common foe, Osama bin Laden. In the mean time, US federal judge has set a target date of



Russian soldiers carry rounds of heavy mackine gun ammunition during training held in Kyzyl Yurt after their arrival from Siberia on September 21, 1999. Military technicians and new Russian detachments are arriving in Dagestan everyday to reinforce the Russian army on the Chechen border

September 5, 2000 for trial of Osama bin Laden and some of his followers charged with planning to kill US nationals abroad

In a desperate move to stall cross-border terrorism Russia asked Pakistan on September 19, 1999 to immediately stop the use of its territory for financing, training and shipping terrorists to Chechnya and Dagestan. The Russian statement follows amid reports of Osama bin Laden's plans to send reinforcements to Chechnya.

And at long last in a concerted bid to flush out the terrorists from their 'sanctuaries', Russian warplanes started bombing specific targets in Chechnya from September 24, 1999 and the Russian military commanders declared that the air raids would continue "until the job of killing off the fighters, destruction of their bases and sites supporting them is completed," Russia that had effectively lost control of Chechnya since a 1994-96 war in the region, says the territory is teeming with guerillas trying to seize control of the neighbouring region of Dagestan. The Russian air raids for days running have triggered an exodus: thousands of civilians have packed their bags and fled to neighbouring north Caucasus provinces. Meanwhile, Chechan president, Aslan Maskhad has declared martial law and threatened jehad against invading heavily armed and armoured estimated 30,000 Russian forces which have already occupied a third of the rebel republic upto Terek River. According to Russian Prime Minister, Mr. Vladimir Putin, "People in Chechnya are tired of bandits and don't want to live among their settlements any more. Our aim is not to occupy entire Chechanya but to create a Russian controlled security zone where people who want to live under federal law may find refuge." Russia has also spurned the offer of talks by Chechnya's President till Chechnya's war-lords are eliminated.

Meanwhile, USA has called upon Russia to exercise restraint in using "indisciminate force" against Chechnya and Dagestan rebels in the on-going conflict in that area. It has also accused Russians of racism for arresting thousands of people of 'dark' complexion' from Caucasus region in connection with the recent blasts in Moscow and other places in Russia for their alleged involvement in these explosions.

# **Constitution Of India**

Prof. (Dr.) M. V. Pylee Former Vice-Chancellor, University of Cochin

#### The Directive Principles

As the title itself indicates, the principles embodied in this Chapter are in the form of lirectives to various Governments and Sovernment agencies (including even rillage panchayats) to be followed as fundamental' in the governance of the country. It shall be the duty of the State to upply these principles while making laws. Thus, they place an ideal before the egislators of India while they frame new egislation for the country's administration. They lay down a code of conduct for the idministrators of India in the discharge of heir responsibilities as agents of the overeign power of the nation. In short, the Directive Principles enshrine the Findamentals for the realisation of which he State in India stands for. They guide the eath which will lead the people of India to ichieve the noble ideals which the Preamble of the Constitution proclaims: Justice, social, xonomic and political; Liberty, Equality and Fraternity. It is this realisation that impelled i member in the Constituent Assembly to lemand the placing of this Chapter mmediately after the Preamble, in order to give it "greater sanctity" than others. There was also a suggestion to change the title of he Chapter to "Fundamental Principles of itate".

There are sixteen Articles of the Constitution, from 36 to 51, that deal with he Directive Principles. These cover a side range of State activity embracing Economic, social, legal, educational and nternational fields. The most important of hese are the following:

(1) To ensure and protect a social order which stands for the welfare of the people. Art. 38)

(2) In particular, the State shall direct ts policy towards securing:

(a) adequate means of livelihood to all itizens;  $(\bar{b})$  a proper distribution of the naterial resources of the community for he common good; (c) the prevention of concentration of wealth to the common letriment; (d) equal pay for equal work or both men and women; (e) the protection of the strength and health of vorkers and avoiding circumstances which orce citizens to enter avocations unsuited Q their age or strength; and (f) that fildren are given opportunities and acilities to develop in a healthy manner ind in conditions of freedom and lignity and the protection of childhood and youth against exploitation or moral ind material abandonment. (Art. 39)

The State shall secure that the operation of the legal system promotes justice, on a basis of equal opportunity, and shall in particular provide free legal aid, by suitable legislation or schemes or in any other way, to ensure that opportunities for securing justice are not denied to any citizen by reason of economic or other disabilities. (Art. 39A)

(3) To organise village panchayats as units of self-government. (Art. 40)

(4) To secure the right to work, education and public assistance in cases of undeserved want, such as unemployment, old-age sickness, etc. (Art. 41)

(5) To secure just and humane conditions of work and maternity relief.

(6) To secure work, a living wage, a decent standard of life, leisure and social and cultural opportunities for people, and in particular to promote cottage industries. (Art. 43)

(7) The State shall take steps, by suitable legislation or in any other way, to secure the participation of workers in the management of undertakings, establishments or other organisations engaged in any industry. (Art. 43A)

(8) To secure a uniform civil code applicable to the entire country. (Art. 44)

(9) To provide, within ten years from the commencement of the Constitution, free and compulsory education to all children up to the age of fourteen years. (Art. 45)

(10) To promote with special care the educational and economic interests of the weaker sections of the people, especially the Scheduled Castes and Scheduled Tribes. (Art. 46)

(11) To secure the improvement of public health and the prohibition of intoxicating drinks and drugs. (Art. 47)

(12) To organise agriculture and animal husbandry on scientific lines and preserve and improve the breeds and prohibit the slaughter of cows, calves and other milch and draught cattle. (Art. 48)

(13) The State shall endeavour to protect and improve the environment and to safeguard the forests and wildlife of the country. (Art. 48A)

(14) To protect all monuments of historic interest and national importance. (Art. 49)

(15) To bring about the separation of the Judiciary from the Executive. (Art. 50)

(16) To endeavour to secure: (a) the promotion of international peace and



security; (b) the maintenance of just and honourable relations between nations; and (c) the settlement of international disputes by arbitration. (Art. 51)

Taken together, these principles lay down the foundations on which a new democratic India will be built up. They represent the minimum of the ambitions and aspirations cherished by the people of India, set as a goal to be realised in a reasonable period of time. Indeed, when the State in India translates these principles into reality, it can justly claim to be a "Welfare State".

How far the State has moved so far towards the realisation of these principles is a question that deserves an answer in this context. It may be stated in general that the achievements of the last three decades have not yet made the country a Welfare State. Nevertheless, no impartial observer can miss the direction towards which it is moving, if not fast, at least at a reasonable pace.

The efforts of the State to translate the Directive Principles into reality are concentrated primarily in the national Five-Year Plans, the first of which was initiated soon after the inauguration of the Constitution. The central objective of public policy and national endeavour as evinced through these plans has been the promotion of rapid and balanced economic development which will raise living standards and open out to the people new opportunities for a richer and more varied life. Such development is intended to expand the community's productive power and to provide the environment in which there is scope for the expression and application of diverse faculties and urges. It follows, therefore, that the pattern of development must be related to the basic objectives which the Constitution has kept in view. The objectives are defined and explained from time to time in order that they may guide the State in planning as well as ensure their conformity with the Directive Principles. The basic objectives may be summed up in the phrase "socialistic pattern of society".

This statement of objectives makes it clear that the Directive Principles are not allowed to remain in the Constitution as platitudes but are systematically put into application with a view to transforming Indian society and bringing about a social order in conformity with these principles. It is difficult to bring within the scope of this discussion a detailed survey of concrete measures the State has taken so far and the results achieved therefrom. Yet we may broadly indicate the trends which would help the better appreciation of the situation. For example, there has been a substantial increase in the vesting of both ownership and control of material resources of the community in the State during the last five decades. The great multipurpose river valley projects such as Bhakra-Nangal, Damodar Valley and Hirakud, iron and steel producing units such as Bhilai, Rourkela, Durgapur and Bokaro, and ship-building centres like Visakhapatnam and Kochi, and other concerns such as the Sindri Fertilisers, Hindustan Machine Tools, Chittaranjan Locomotive Works, Hindustan Aircrafts, etc., which contribute substantially to the basic economic development of the country, are owned and managed by the State. The choice, in fact, is being forced on the State almost continuously and, as a result, new economic functions are being undertaken by the State machinery. According to one estimate, the total investment in the public sector in 1990-91 had risen to Rs. 1,13,234 crore from a small figure of Rs. 4,301 crore in 1969-70 and a negligible figure in 1950.

It is true that the State has not yet moved very far on the road of achieving objectives such as employment, public assistance during old age, sickness, etc. Nevertheless, most of them have found a place in the development plans. Great emphasis is now being laid on the creation of employment opportunities. Steps are being taken to bring into being a scheme of unemployment insurance. A limited scheme of workmen's insurance against sickness, accider t and disease is already in operation. Minimum wages are fixed in a number of spheres of employment. Equal wages for equal work are being paid to both men and women in almost every area of activity. The community development programme which was in operation all over the country sought the transformation of the rural economy, particularly the reorganisation of agriculture and animal husbandry on scientific lines. Besides, most of the States have passed laws designed to prohibit the slaughter of cows, calves and other milch and draught cattle. Mention has already been made of a number of laws which have been passed with a view to protecting children and youth against exploitation. The Central Council of Health established in 1952 deals with matters connected with health, hygiene, nutrition, etc., on a national basis. Most of the villages in India have now their own panchayats which form the primary units of administration.

The passing of a uniform civil code is not an easy measure in India where adherents of every religion have their own personal laws. The Hindu Code that was passed in instalments (e.g., the Hindu Marriage Act, 1955 and the Hindu Succession Act, 1956) are a right move towards the ultimate realisation of a uniform civil code for the entire country. In the field of free and compulsory primary education for children, great strides have already been made. But it is now widely realised that the ten-year limit that was set in the Constitution to make such education available to every child in the country was too ambitious. It seems that India will require another decade to make this principle a practical proposition. A number of measures have already been taken to promote the educational and economic interests of the weaker sections of the people, especially the Scheduled Castes and Scheduled Tribes. With a view to specially help the backward classes economically, efforts are being made for the setting up of more and more cottage and small-scale industries and also to give liberal financial aid for such activities undertaken by them.

Speaking on the motion by which he introduced the Fourth Amendment to the Constitution in the Parliament, the then Prime Minister Jawaharlal Nehru observed that where there was conflict between a Fundamental Right and a Directive Principle, the latter should prevail. This opinion may appear to be in direct conflict with the view of the Supreme Court. But on closer examination, it will be seen that the conflict is apparent rather than real. For, as far as the Supreme Court is concerned, where there is a clear conflict between the two, it should uphold the Fundamental Right being justiciable, against the Directive Principle which is a non-justiciable right. But this solution is only a judicial solution of the matter. The courts cannot go further than that, but Parliament can. The final solution is arrived at only when the social conflict arising out of the competing claims of a justiciable and a non-justiciable right is resolved. The guiding principle here is the superiority of the social interest over that of the individual. To facilitate the putting into effect of this principle, the Constitution may have to be amended and the Directive Principle allowed to prevail. The Constitution was amended several times with this object in view. It should, however, be added that whenever the Court is called upon to resolve a conflict between a Fundamental Right and a Directive Principle, it is the duty of the Court to resolve the conflict with an eye on the spirit of the Constitution and with a view to harmonising differences to the extent that is possible and feasible.

The significance of Directive Principles in relation to that of Fundamental Rights can be determined only by making a reference to the object of the Constitutionmakers in making these principles an integral part of the Constitution. As has already been pointed out, they represent the basic principles which aim at the creation of a Welfare State. Taken together, these principles form a charter of economic and social democracy in India. On the one hand, they are assurances to the people as to what they may expect while, on the other, they are directives to the Governments-Central and State-as to what policies they ought to pursue. It is unfair to the people as well as inconsistent with the spirit of the Constitution to allow these principles to remain pious wishes. Every effort should be made by the representatives of the people and the agents of the Government to translate them into reality. Nothing should be allowed to stand in their way, not even the Fundamental Rights guaranteed to the individual. After all, the progress and welfare of society as a whole should not be hampered by the rights of the individual. This is why every Fundamental Right is subject to reasonab restrictions in the interests of the general public, whether such restrictions are on account of public order, morality, decency, health or anything else. It is in this sense that the Fundamental Rights are to subserve the Directive Principles. Indeed, there can be no real conflict between the two. They are intimately related to and inseparably bound up with each

A constitution framed in the middle of the twentieth century could hardly do without a chapter on Directive Principles of the type the Indian Constitution has. The establishment of political democracy is a fundamental aim of a Constitution. But that in itself is not enough. The sustaining forces of that political democracy have to be carefully built up. The most effective force which will sustain a political democracy is the simultaneous existence of an economic democracy. Where there is no economic democracy, political democracy is bound to degenerate soon into a dictatorship.

The real importance of the Directive Principles is that they contain the positive obligations of the State towards its citizens. No one can say that these obligations are of an insignificant type or that even if they are fulfilled, the pattern of society in India will still remain more or less the same. In fact, they are revolutionary in character and yet to be achieved in a constitutional manner. Herein lies the real value of embodying these principles as an integral part of the Constitution. Through thy Directive Principles of State Policy, th. Constitution of India will steer clear of the two extremes, a proletarian dictatorship which destroys the liberty of the individual and a capitalist oligarchy which hampers the economic security of the masses.



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Whether you are a student or in job, if you are highly motivated to learn simple and powerful English easily and quickly, you will benefit.

#### l Was Weak in English

I was born in Rajasthan where people are weak in English. I studied in government non-English medium schools. So, I was also weak in English.

On my way to Pilani to join B.E., at Chirawa railway station, I met one Mr P V Reddy from Andhra Pradesh who was also going to Pilani to ioin B.E.

I started speaking in Hinds. Mr Reddy said, "I do not know Hindi". It was a surprise and shock for me that someone did not know Hindi. I had never talked in English before and I was not confident of talking in English. So, I said, "I do not know English

My Struggle to Learn English

In the first semester in Pilani, I was a topper with 10 out of 10 grade points, but I was not confident in English. So, I was worried about hiy weak English and I bought many books, guides, dictionaries, and newspapers.

I worked hard, but improvement was very slow. For example, I took one month to read my first novel R. K. Narayan's The Guide because I had to search so many words in a dictionary.

I even thought of dropping one semester, sitting at home, and learning only English That

time I used to think "Why nobody develops a research-based course to teach good simple English for non-English medium people like

I continued to work hard. And finally I improved English and became a successful engineer/author in America. Now you can also improve your English and fortunately do so easily without hard work and without wasting

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#### Author's Blo-Data

B E, B:TS Pilani M Tech, IIT Kharagpur, NTSE scholar Rani

5 Raj School Board World-famous author. published 3 computer books in USA including best selling "MS-DOS Masters."

Earned 50 dollars per HOUR in USA as computer expert and writer At the peak of success, I left USA to do something in our

wn country Now, I do research at the Mind Power Research Institute

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 could not speak English. Now, I can

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Awa 8

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# SUPER BRAIN SUPER PERSONALITY CONTEST 2000

We present here the FOUR PRIZE WINNING ESSAYS (Awarded 1st Prize) under the Super Brain Super Personality Contest 2000. The Mr. Intellectuals of Contest-4 are Mr. Joydeep Majumdar, Mr. Sachin Ghai and Dr. Ampady K. and the Ms. Intellectual of Contest-4 is Ms. Subhasri Panigrahi.

# They Died So That We May Live — A Tribute To Our Jawans

"Not to question why but to do and die".

-Alfred Lord Tennyson

The sheer spunk and determination that guides our armed forces, unmatched in any sphere and history, is full of accounts of those bravest of men whose indelible sacrifice gave a new lease of life to millions of present and future. Can we ever repay those noble souls who guaranteed our breath of this air of freedom? Perhaps we can't. Every citizen of this democracy is extremely indebted to those men who made supreme sacrifices for preserving the free and tranquil state of our existence. And indeed without any demur! The pride of the country are these determined soldiers who never gave up whatever the odds may be.

The ability to vanquish every obstacle, every hindrance; the dogged determination to win, the absolute fearlessness to charge in the line of fire and the preparedness to embrace death with a smile is what makes our defences impregnable. The fundamental unit of such an elite

institution reflecting the same constitution is our Jawan—the soldier. They aren't millionaires to influence pecuniary values, they are not politicians to exert pressure but each of them is an example of principles, of honesty and of self-pride and of course, the pride to be Indian. And therefore, even though they don't have millions to back them up, they still live a life of respect or die a death with honour.

#### The Young Sacrifice

Those who died were not old; they were young by all standards; they were in the prime of their youth. Every



Joydeep Majumdar
FIRST PRIZE WINNER OF
CSR SUPER BRAIN PERSONALITY
CONTEST 2000 (4): TOPIC 1

Mr. Joydeep Majumdar is doing B.Tech Ind Year from S.V. University, Tirupati.

Mr. Joydeep Majumdar is the first prize winner of Topic I and has been adjudged the MR. INTELLECTUAL OF THE MONTH. He is entitled to participate in the remaining stages of the Super Brain Super Personality Contest 2000 as well as receive other prizes.

Congratulations, Mr. Majumdar i

one of them had a lot to achieve socially and economically as we do. they too had parents, sisters, wives and friends; yet they put service before self. It isn't easy to die for people you don't know? But never did their sense of fraternity become brittle because they fully accepted the responsibility of being the saviour of every citizen of our dear motherland. Every youth who dreams of building a prosperous future, a future filled with security of all types and of the very freedom to conceptualise the future should know that this liberty is an invaluable gift which the tireless fighters have presented us.

#### Reply To The Aggression

The naked aggression that we witnessed in Kargil by the Pakistani army regulars and the terrorists was a treacherous attempt to thwart our peaceful existence and would have had a serious implication if left unchallenged. And as the armed forces pressed ahead to free our land of infiltrators, they walked into war. Nevertheless, these valiant sons fought with limitless courage, over-

powering every form of hostility whether from the enemy or from the inhospitable terrain. Charging amidst the rain of bullets with all might, leaving behind their tiredness to oblivion, they transcended all human limits to silence the enemy. They fell as bullets pierced their bodies, yet never did they give up and continued their advance till the last breath. Major Saravan, Lt. Kalia, Major Ajay Kumar, Lt. Col. Vijay Raghavan, Jawan R. Selva Kumar and the list runs into hundreds; each one of them is a saga of supreme sacrifice while the recipients of the Param Vir Chakra, Capt Vikram Batra, Lt. Manoj Kumar Pandey. Grenadier Yogendra Singh Yadav, Rifleman Sanjay Kumar are

examples of that exceptional courage and determination of which every indian soldier is an embodiment.

The army's website on operation Vijay—www.vijayinkargil.com clearly elaborates the immense duty-dedication of the man who was chosen for the highest gallantry award. An excerpt from the website about PVC recipient Capt. Batra says:

"On 20 June '99, 13 J&K Rifles were tasked to capture point 5140; Capt V. Batra in an audacious move, decided to attack the enemy position from the rear along a cliff face. Undaunted by fires, the officer, followed by five of his men climbed up and hurled two grenades into the enemy sangar. As 3 enemy soldiers came out, he single-handedly engaged them in close fire fight and killed all the three. Mortally wounded, he went back and called forward his men, regrouped them, and led them to capture point 5140.

For his sustained display of the most conspicuous personal bravery and junior leadership of the highest order in the face of the enemy, Capt. Vikram Batra has been awarded the Param Vir Chakra posthumously.

It's absolutely pellucid that they renounced all comforts, all securities and fought an impossible war in one of the world's highest terrains and won it. Many of these duty-bound personnel are no more. Yet, they live through their super-human deeds. They gave their today to safeguard our tomorrow, they braved all peril so that we are not endangered in any way.

#### Towards a Noble Cause

Going through the annals of history, we find an entire galaxy of these types of young sacrifices to whom we are grateful for safeguarding our present and future. The Chinese aggression, the Pakistani aggressions have all been annulled and our national security reinstated. Yet more than the situations of war, the theatres of proxy wars in Kashmir and Assam are the real places where the young and courageous jawan stands guard to preserve

the peace and stability of the nation. With the Pak ISI backing the separatist and terrorist activities in India, the role of valiant youth of the armed forces has heightened. It's true that toll of casualties has considerably increased but none of these sacrifices has gone futile. Everyday as we wake up and take on our work, these men of grit are still on the guard to insulate our nation against the evil designs of our enemies. Yes, they are falling in the line of duty, yet the truth is they fall so that we grow and prosper. It is due to this noble cause that they laid down their lives unhesitatingly fighting the enemies.

With so much of sacrifice made to preserve our present and consolidate our future, every citizen is indebted to these men of valour and infinite courage. The entire nation would continue to honour them thereby making the future generations aware of the numerous sacrifices that have been made to keep their present intact.

The battle continued, the bullets rained; We charged the enemy with the same, Their thought of win was soon in vain and we won the same old grame.

The war was over, we looked for who fell, some were the aggressors, some were our friends. The friends had given what they had to give Indeed! They died so that we may live!

Time was gone,
Out of the present, the future was born
smiles, freedom, liberty were in the row,
yet the truth is:
they sacrificed so that we may grow!

Generations will honour that sacrifice, and accept that they could pay no price Eager, in the history they will dive, to know:
Indeed 'my' friends died, so that the present may thrive!

# Multinational Corporations—Saviours Or Saboteurs

Where do you want to go today?" Says the punchline of the Microsoft's ad lingo. Well that seems to reflect more or less the dilemma of the economic policy-makers of India. Caught between the Swadeshi bandwagon and the multinational corporations (MNCs) protagonists, they seem to be brain-racked to seek an answer to the question that whether the MNCs are saviours or saboteurs of the Indian economy. But, if one were to formulate connotions from the facts and figures since the re-entry of MNCs, the heart and mind resonate together in chorus that this is indubitably the era of globalisation and the multinational corporations.

#### Setting the stage for MNCs

It was in June 1991 when Dr. Manmohan Singh took over the reins as the Finance Minister of India. The economy was in doldrums and the forex reserves had dipped to an all-time low. Had it not been the wise and polemical steps of devaluing the rupee and giving the green signal for the liberalisation of the economy, India would have been a precursor to Mexico. This not only opened the gates for the re-entry of MNCs in India but also triggered the transition of India from an Asian minnow

to an Asian tiger. Though political instability has persistently tried to impede the restructuring of the Indian economy, everyone regardless of his political background seems now more or less reconciled to the idea that Indian economy cannot prosper without the MNCs. The healthy figures certainly give an insight into the strength of the Indian economy. As of September 3, 1999, the Indian foreign currency assets stood at US\$ 30,379 million and the gold reserves were US\$ 2,659 million resulting in the total foreign exchange reserve of US\$ 33,047 million. With inflation dropping to an all-time low, the Consumer Price Index stabilizing and the Sensex crossing the magical 4,800-mark the Indian economy surely has come out of the blue and left behind the lean patch. But the role of MNCs has not been restricted to just re-infusing life in the sagging spirits of the corporate and economic sector; it has in fact heralded a small renaissance in India which has been described in the following paragraphs:

indian companies have always been known to be lacking in the R&D sector. However, things have changed with the entry of MNCs. The foreign companies brought along with them technologically-superior products and therefore, the Indian products definitely felt a bit stifled in their

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presence. Hence, the R&D sector which had always been kept on the back-burner has now begun to get its due share with the Indian customer turning out to be the eventual gainer. Moreover the foreign companies have evinced interest in key infrastructure areas like power and roads which are in a quite sorry state in the country. Hence, things are going to change for good finally in this 'democratic nation' where the common man has always been taken for granted.

Gone are the days of babus; today's realm of competitiveness demands efficiency and effectiveness. To attract investment the Indians not only had to paint a rosy picture of their bureaucracy but also live up to it. Therefore, the licence raj was scrapped and came along with it a 'compassionate more and understanding' Industrial and Investment Promotion Board. Says Mr. Narayana Murthy of the Infosys: "Yes, liberalisation has a lot to do with it. Earlier, it took six to eight months and 10 to 15 visits to New Delhi to get an import licence of

\$1500. Today it takes less than half a day and a single visit to an office half a mile from ours in Bangalore to import a machine of several million dollars!"

#### A Boon to the Nation

The presence of MNCs has widespread implications that are reflected not only in the domestic arena but also on the global stage. Not more than 16 months back India had declared its arrival in the nuclear club with the Pokhran II blasts. Such action by a Third World nation in disregard of the world (and primarily the USA) opinion may have invited harsh comments from them but definitely not a substantial action. What prevented the G-8 nations from declaring India a 'rogue state' and going all out to impose severe sanctions was the interest of their own firms doing business in India. This implied that if Indian economy is hurt then their firms would also be hurt and consequently the health of their own economy. Thus, it's a global village now where backstage lobbying groups have more than one interest to serve.

It is a well known fact that there are barriers to trade which favour the developed countries more than the developing economies. Issues ranging from anti-dumping investigations, sanitary and photo-sanitary measures, food security concerns to quota regime for textiles and peak tariffs can however now be discussed at World Trade Organisation (WTO) for a justifiable solution despite the dominance of the developed countries. India is in a position now to bargain for better rights and strike a balanced treatment to all parties, courtesy the interests of MNCs thriving on Indian turf.

#### **Changing Scenario**

Consider the following scenario: an executive in an MNC gets up in the morning, works out in firm's gym, has breakfast in firm's mess, while entering his office leaves a travel booking order at reception, spends the day in airconditioned and most competitive environment, has Coke from dispense: in between and if he wants to speed through



Sachin Ghai

FIRST PRIZE WINNER OF CSR SUPER BRAIN PERSONALITY CONTEST 2000 (4): TOPIC 2

Mr. Sachin Ghai is doing B.E. (Computer Science & Engg.) from Maharishi Dayanand University.

Mr. Sachin Ghal is the first prize winner of Topic 2 and has been adjudged the MR. INTELLECTUAL OF THE MONTH. He is entitled to participate in the remaining stages of the Super Brain Super Personality Contest 2000 as well as receive other prizes.

Congratulations, Mr. Sachin!

his project, stays back at night in the office. Besides this, he is forced to take 22 holidays in a year, avail his LTC (which usually is in five figures). provided air fare if he has to go to see a sick relative, made to stay in 5star luxury for the annual conference of the company et al. Lifestyles and living standards apart, these MNCs have changed the corporate culture in radical ways. For instance, the concept of 'sweet equity' allows employees to have a stake in the company. However, no good thing in the world comes for free. To earn a handsome pay package one has to also put in 100% effort in contrast to lackadaisical attitude in the Indian PSUs. As one MNC top-brass executive explains this simply: "We believe in empowering the employees so that they help the organisation to grow and simultaneously, grow with

Since the entry or MNCs the economy and society have passed through a transition period from the days of struggling middle class living in the quagmire of deprivation to the present time, of a powerful and

emphatic middle class. Today, we not only have more first-generation billionaires in the autars of Azim Hashem Premjis and Narayana Murthys who have catapulted to the pinnacle of success but also many aspiring ones picked up from the campuses by the talent-hunting MNCs who mean business in every action. But what is most striking is the emergence of the new entrepreneur-professional, dapper middle-class roots, in complete contrast to the arch type seth's overbearing son.

Before liberalisation, India had been primarily exporter of its brainpower and importer of technology from the developed world. However, in the post-reforms era, the trend has reversed. The Indian youth who earlier used to yearn for the West in search of big bucks, working culture, social independence and technological advancements, now finds all of the above in Indian setup. He no longer has to settle himself in an alien environment because MNCs have not only transformed the salary structure but also the social structure of India in a big way. Indians are turning global in the true sense with opportunities to enjoy the same world class facilities which their counterparts do in the West. So we have Indians bon voyage for just six months on H-1 visa and a consequential drop in brain drain. Things are looking up on the import front also with the import-export gap being slashed down. India is today a key player in IT sector and earns a substantial amount of forex from software export. As Wipro's Azim Hashem Premii puts it: "Liberalisation has helped upgrade our standards and compete in the world market. We are constantly benchmarking ourselves even in the domestic market with the best in the world..."

#### Acting As Saviours

Many people feared that domestic industry might suffer due to the advent of MNCs. However, all those people, crying hoarse with the slogans of Swadeshi and Socialism, have now wisely accepted the fact that the MNCs are here to stay and make India a truly global business centre. During the past eight years, almost all the political parties have been a part of the government for a while but nobody dared to discourage the Foreign Direct Investment (FDI). As a matter of fact, the FDI during the United Front regime (of which CPI(M) was a part) was to the tune of Rs. 429.9 billion and during the BJP regime was Rs. 339.2 billion. This clearly highlights the fact that opposition to the MNCs is strictly political and persists only as long as a leader is in the Opposition benches but ceases when he occupies the Treasury benches.

The domestic industry has also in fact prospered in the presence of foreign counterparts. Allegations against MNCs dumping obsolete technologies also hold no weight since the consumer today demands the best quality at a given price. The intense cut-throat competition in the market eliminates any possibility of deceiving the customers. Today, only those companies that are "lean and mean" can hope to win the customer's attention. Gone are the days when inefficiencies could be passed on to the consumers. The consumer is the King today. That is why the badly-run companies, both in the public and private sectors, are feeling the heat today. A robust economy demands a healthy corporate sector that thrives on competitiveness rather than complacency.

The MNCs have definitely acted as saviour of the sinking Indian economy. However, the Indian economy still has a long way to go before stabilising itself on firm roots. Towards this end, the domestic as well as the MNC subsidiaries will have to work hand in hand and give a fillip to the economic sector. The government also needs to shed its inhibitions and give due importance to the economy and business. The government babus have to stop looking at every project suspiciously. The not so recent Tata-Singapore Airlines flasco and Enron gaffe are still at the back of the hat of the investors. The opening up of insurance sector definitely had a feel-good effect on investors but still the government needs to take more reforms quickly and efficiently. Besides, it has also to protect the interests of domestic industries and secure patents for the age-old products of India. The fallacies of the system that have been the target of public wrath and rancour of the economists have to be belted out. The government needs to relegate the various pressures, and design a system which is characterised by expertise, impartiality and adherence to the international norms. It has become imperative to keep the MNCs in the Indian economy and therefore controls on investment need to be relaxed. The pangs of the economy beckon us to search for a panacea in the form of MNCs and if a favourable attitude towards them is not adopted, the positive results that are unshered today may be diluted.

# Role Of Women In Nation Building

"Our women have a very great part to play in the progress of our country, as the mental and physical contact of women with life is much more lasting and comprehensive than that of men. For nothing was it said that 'the hand that rocks the cradic rules the world'. In the apron string of woman is hidden the revolutionary anergy which can establish paradise on this earth."

- Dr. Rajendra Prasad

Woman is the magnificent creation of God, a multifaceted personality with the power of benevolence, adjustability, integrity and tolerance. She is the companion of man gifted with equal mental faculty, a protector and provider, the embodiment of love and affection. The role given to women in a society is a measuring rod and true index of its civilisational and cultural attainment. In the words of Ral indranath Tagore "Woman is the builder and moulder of a nation's destiny. Though delicate and soft as a lily, she has a heart, far stronger and bolder than that of man. She is the supreme inspiration for man's onward march". The status of Indian

women has seen many ups and downs from the ancient time to the present day.

With the dawn of freedom, particularly during India's national struggle, the position of women took a turn for the better. Mahatma Gandhi, Pandit Jawaharlal Nehru and Dr. Rajendra Prasad began to think deeply about the urgent need of women's emancipation. They realised that so long as women of the country were not uplifted and granted equal status with men in all walks of life—political,



Ms. Subhasri Panigrahi

FIRST PRIZE WINNER OF CSR SUPER BRAIN PERSONALITY CONTEST 2000 (4): TOPIC 3

Ms. Subhasri Panigrahi has done M.A. from Utkal University.

Ms. Subhasri Panigrahi is the first prize winner of Topic 3 and has been adjudged the MS. INTELLECTUAL OF THE MONTH. She is entitled to participate in the remaining stages of the Super Brain Super Personality Contest 2000 as well as receive other prizes.

Congratulations, Ms. Subhasri!

economic, domestic, educational, India could neither progress nor make any significant advance in any field. Gandhiji gave a clarion call for women's participation in the freedom movement. Sarojini Naidu, Mira Ben, Sucheta Kriplani, Vijayalaxmi Pandit, Aruna Asaf Ali were some of the leading women freedom fighters.

In the present time, a large number of women have attained dignity, individuality and respect in their respective fields. They are free to join any service. In the post-Independent India, women have played a significant role as doctors, engineers, judges, pilots. scientists, diplomats, legislators and even as a Prime Minister. Mrs. Indira Gandhi, our late Prime Minister, was held in high esteem the world over. Vijayalakshmi Pandit created a record by becoming the first woman President of the United Nations General Assembly. In the last two decades, women have really come into their own. In the modern age, we find the role of women in every field. The myth that certain fields were only meant for men

has been demolished by women. Women have proved to be more vibrant, dynamic, sincere and perfect in every field. They have the ability to immerse themselves wholly in any task they undertake. Modern women in the present age occupy top rank and attain immense success in all the fields such as sports, politics, performing arts, Police, administration, medicine etc. Mother Teresa, P.T. Usha, Mrs. Mohsina Kidwai, Mrs. Margaret Alva, M.S.

(Continued on page 107)

# PRAJ Mind Power Study Techniques

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by Rej Bapne

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Author's Bio-Data

B E, BITS Pilani. M Tech, IIT Kharagpur. NTSE scholar. Rank 5 Raj School Board.

World-famous author I published 3 computer books in USA including best selling "MS-DOS Masters."
Earned 50 dollars per HOUR in USA as computer expert and writer. At the peak of success, I left USA to do something in our own country. Now, I do re at the Mind Power Research Institute.

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Srikar M.S. (7th Rank): IAS Toppers Talk To You

# Strong Determination And Patience Pay

Srikar M.S. (24) achieved the 7th position among the successful candidates of the Civil Services Examination, 1999.

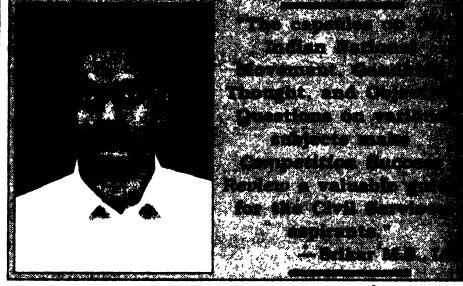
He has done B.A., LL.B. (Hons) from National Law School of India University, Bangalore.

We publish below an exclusive interview he gave to Competition Success Review.

CSR: What is the secret of your success in the Civil Services Examination?

Srikar M.S.: Setting a fixed goal and working towards it consistently. Patience coupled with perseverance aided by a well-planned strategy which was executed to a considerable degree.

- Q. How much time do you think one requires for serious preparation for this examination?
  - A. At least a year is required.
- Q. Which journals and newspapers have you been reading for the General knowledge and other papers?
- A. Competition Success Review, General Knowledge Today, Frontline, Mainstream, Economic And Political Weekly and The Hindu.
- Q. What is your impression of the Interview Board?
- A. Very cordial and friendly. The nterview was a pleasant experience with he Board engaged in a serious dialogue.
- Q. What is your advice to the future ispirants?
- A. Strong determination, well-worked out plan and patience would pay one rich lividends.
- Q. Competition Success Review, the argest selling youth magazine in English, as been extremely helpful because...
- A. ...of its capsule on interviews with accessful candidates in the exam which are aspiring to the aspirants in this long drawn out affair.
- Q. What prompted you to choose Civil services as your career?
- A. Firm belief that it will give me the proportunity and space to make a neaningful difference in society to the best of my capacity. The security of the career vas also a definite motivator.
- Q. How did your parents, family and riends contribute to your success?
- A. Well, the influence of my parents in ontributing to my success in the Civil iervices is tremendous.
- Q. Had you not been selected in the livil Services Examination, what would tave been your reaction? Which other ervice/career would you have gone in pted for?
- A. I would naturally have been lisappointed. As I am enrolled as an dvocate, legal practice would have been he alternative option.
- Q. How would you visualise your access?
- A. I visualise my success as the much



sought-after outcome of my patience, perseverance and hard work. The result signifies, to me, that hard work does yield dividends ultimately

- Q. What were your Optionals for the Civil Services Examination ?
- A. Law for the Prelims and Law and Public Administration for the Mains
- Q. What was your criterion for the selection of Optional subjects?

A. Law was a natural choice since I have completed my B.A., LL.B. (Hons) degree. I opted for Public Administration because of my interest in Indian Administration and also its affinity to Law, syllabuswise.

Q. How did you prepare for your Compulsory papers?

A. English and Essay didn't require any preparation. For Hindi (my Indian Language Paper) I did a bit of reading and attempted the previous years' question papers.

Q. Competition Success Review is the

Q Competition Success Review is the largest-read youth magazine in English. How do you visualise the role of this magazine in moulding the careers of the youth?

A. The interviews and strategies of successful candidates published in Competition Success Review are a great source of motivation and inspiration at times when one is at a low ebb!

Q. How did Competition Success Review help you in your preparation for the interview?

- A. The accounts of interviews of previous years' candidates gave me a fairly good idea of what to expect in the interview.
- Q. What is your opinion about Competition Success Review?
- A. The capsules on the Indian National Movement, Gandhian Thought, and

Objective Questions on various subjects make Competition Success Renew a valuable guide for the Civil Services aspirants.

- Q. What is your opinion about General Knowledge Today?
- A. Contral Knowledge Today is an extremely useful guide when time is a constraint and information required is vast.
- Q. What do you think is the better way of preparation between selective, intensive study and wide, extensive study?
- A. A judicious combination of both perhaps, will serve the purpose.
- Q. Is the pattern of the examination appropriate for selection? Would you recommend any improvement?
  - A. I teel it's okay.
- Q. Do you feel that there should be no restriction on the number of attempts?
- A. Four attempts are sufficient for a candidate.
- Q. With the resumption of Essay paper in UPSC examinations, we are giving four senior essays every month. Is this focus-oriented, analytical feature helpful for the IAS aspirants?
- A. The essays are helpful for aspirants as they give an overall idea of writing about a particular topic. However, spontaneity and original thinking should be the hallmark of one's strategy in handling the Essay paper.
- Q. How do you think Competition Success Review could be more useful to the candidates appearing in the Civil Services and various other competitive examinations?
- A More information about material/books for optionals in general and specific areas in the optionals, in particular, would make Competition Success Review more effective and sought after.

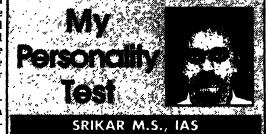
# A Meaningful And Lively Discussion

I was overjoyed to receive the interview call—the thought of being one step closer to my goal seemed refreshing and relieving. The assurances that the Interview Board would be cordial and unintimidating boosted my confidence levels.

Since I had almost a month for my interview, I took the preparations seriously. Expected questions on issues of local (home State), national and international importance were analysed. Newspaper reading was an integral part of this process. Mock interview sessions and discussions on Indian Polity, Economic and Social issues were useful. On the whole, I gave emphasis on spontaneous reactions to questions rather than prepared answers.

The interview was on May 3, 1999 in the forenoon session. I

was the third person to be interviewed and thus had sufficient time to converse with other candidates.



My interview began with the Chairman, reading aloud parts of

aloud parts of my bio-data and asking me about the extracurricular activities.

My interview consisted of a mixed bag of issues—about the spirit of the Indian Constitution, Judicial Activism, Public Interest Litigation, Legislature-Judiciary relationship (all this presumably because of my legal background), India's attitude towards WTO, controls on Genetic Engineering, cricket World Cup, secularism, Tipu Sultan (concerned with Home State), Time Management option of IAS after a legal education. I was unhesitant to admit that I didn't know a couple of questions.

On the whole, I telt I had an excellent interview in terms of the various issues raised and level or discussion involved. The Board members were extremely aware of issues; they were cordial and attentive and tried to get the best out of me.

The interview, which lasted for half an hour, was more like a meaningful, interesting and lively discussion with contributions from both sides. I felt comfortable and at case throughout the interview.

# A Great Source Of Inspiration

We are pleased to publish here a letter from Mr. Srikar M.S., IAS Topper 1999 (7th Rank) and wish our aspirant readers a similar splendid success.

The Editor Competition Success Review 604 Prabhat Kiran Rajendra Place New Delhi-110008

Dear Sir.

I would like to inform the readers of Competition Success Review that I have secured the 1th Position in the Civil Services Ezam. 1999.

The interviews and strategies of successful candidates published in CSR have been a great source of inspiration to me. The capsules on the India National Movement, Thoughts of Mahatma Gandhi were helpful too.

I would like to take this opportunity to thank CSR and wish all future aspirants to work with single-minded devotion towards their respective goals.

With Best Wishes.

Srikar M.S., IAS

# I Devoted Less Time On Main Authors' Books

Though I couldn't have asked for more considering the position I have secured, a few flaws in my approach could have been svoided. Selection of optionals are crucial

and any hasty decision could prove costly. I was cautious in this regard but my mistake was to postpone reading the main authors in my optionals. Though ultimately I did read original



texts of well-known authors in these optionals, I felt that had I allotted more time to it, I could have done better. Hence, listing out a few vital contributions in one's

optionals and reading them is useful. Being a Humanities student, issues of Science and Technology in my Mains was a weak link. Though I did not ignore it, I feel I should

have devoted more time to it by reading a regular Science magazine or the Science and Technology supplement of The Hindu. While writing my Mains paper in Law misreading of a

question out of haste and slight overconfidence cost me dearly. One should thus take time in understanding the full scope of the question before attempting it.

### Bio Data

- ☐ Name : Srikar M.S.
- ☐ Educational Qualifications: B.A., LL.B. (Hons.)
- ☐ School: B.P. Indian Public School, Malleswaram, Bangalore.
- College: National Law School of India University (NLSIU), Bangalore
- ☐ Any Award, Gold Medal and Scholarship Won: University First Rank in NLSIU.

# Better Your English

"Can you tell me something about yourself?" the interviewer asked Mr. Narang.

"Well sir, I have completed my M.Com in '95", began Mr. Narang.

The interviewer raised his brows apparently not satisfied with the grammar of Mr. Narang, a post graduate in commerce.

What is wrong with Mr. Narang's sentence "I have completed my M.Com in '95".

Let's look at it.

Sentences that begin with I have', 'He has' are actually present perfect tense sentences. In such sentences, we do not use a time element in past like 'in '95', 'yesterday', 'last year' ctc.

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# **Indian National Movement**

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# **Round Table Conferences And After**

# The First Round Table Conference

In the wake of the ruthless suppression of the snowballing Civil Disobedience dovement, the British Government ummoned in London on November 12. 930 the First Round Table Conference of ndian leaders and the spokesmen of the British Government to discuss the Simon commission Report. The Commission report published in June 1930 and, among other things, recommended a ederal Constitution for India, provincial utonomy, subject to overriding powers ested in the Governor, but it did not pricede that which was most pressed forresponsible Government at the Centre. The longress had rejected the report in August 930 because it did not guarantee a national jovernment and the Muslims rejected it just recause they feared that the Commission cport did not take cognisance of the rights of minorities. So when the Conference met n London, the Congress boycotted it. It was ttended by only the representatives of the ndian princes, Muslim League and the lindu Mahasabha. The vital conference inrepresented by the Congress was foreloomed to failure

It was the tough posture taken by the ongress before and after the Round Table onference that made the British yield a ittle and made Lord Irwin negotiate a ettlement with Gandhi in March 1931 thich later came to be known as the andhi-Irwin Pact. The Viceroy had receded this seemingly conciliatory gesture y releasing many of the jailed Congress eaders including Gandhiji on January 2, 931. The Gandhi-Irwin Pact signed on farch 5, 1931 provided for the immediate elease of all political prisoners not convicted or violence and conceded the right to make alt for consumption as also the right to eaceful picketing of liquor and foreign loth shops. Many of the Congress leaders, articularly, the younger and Left-wing ection groups were opposed to the Gandhirwin Pact since the Government had turned own one of the major nationalist, demands, amely, commuting of the death sentence ronounced on the three freedom fighters, hagat Singh, Sukhdev and Rajguru to life nprisonment.

#### Karachi Session

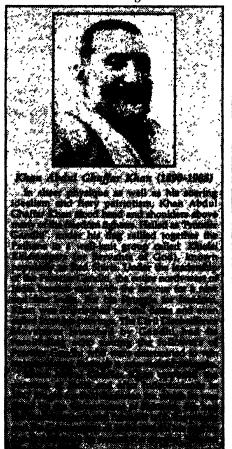
The Congress session at Karachi was held n March 29, 1931, with the martyrdom of hagat Singh and his two comrades ominating the minds of all delegates to ne session; the trio had been executed six ays earlier. Despite criticism of the Gandhi-

Irwin Pact, the Karachi session was epochmaking in many respects: the Congress reiterated the objective of Complete Independence or *Purna swaraj*; its resolution on Fundamental Rights and a National Economic Programme was hailed by all. The session laid down the policy of the nationalist movement on social and economic problems facing the country and advocated the nationalisation of certain industries, promotion of Indian industries and schemes for the welfare of workers and peasants.

The Karachi session, presided over by Vallabhbhai Patel, approved the Gandhi-Irwin Pact and upheld the participation of the Congress in the Second Round Table Conference, choosing Gandhi as the sole representative of the Congress.

## The Second Round Table Conference

The Second Round Table Conference met from September 7 to December 2, 1931. The Labour Government had gone out of office



and the national government of Conservatives and Liberals had been formed with James Ramsay MacDonald as Prime Minister. Sir Samuel Hoare became the Secretary of State. Lord Irwin had been replaced by Lord Willingdon. The attitude of the government had changed. It adopted a tough stance on Indian nationalism. The Indian side at the Round Table Conference was represented by, besides Gandhi, the Indian princes and Hindu, Muslim and Sikh communal leaders who played into the hands of the British. The princes were merely interested in preserving their spheres of influence while the different communal leaders were more interested in their communal politics rather than on the common good of the country.

According to Zacharias, the Conference presented a "pittful" spectacle. On the one hand was the "prophet" Gandhi proclaiming his lofty ideals; on the other was a "crowd of cynic self-seekers who, whether princes or communalists, clamoured each for his own order or community, his own vested interests, his own ascendancy over others, his own selfish and immediate gains."

R. P. Dutt remarks that the Conference was a "motley array of government puppets brought like captives to imperial Rome to display their confusion and divisions for the amusement of Westminster legislators." Gandhiji was made helpless by these puppets. He returned bare-handed. The communal question dominated the Conference. All efforts to resolve it by mutual agreement proved futile

Maulana Azad had said on the failure of the All Farties Conference of 1928 that "the Muslims were fools to ask for safeguards and the Hindus were greater fools to refuse them." This was no less true of Second Round Table Conference. The British Prime Minister gave his "Communal Award".

#### Second Civil Disobedience Movement

Gandhiji returned to India disappointed and landed in Bombay on December 28, 1931. The Civil Disobedience Movement started even though Gandhiji did not like it. But before Gandhiji arrived in Bombay, the UP Congress had given a call for struggle. It asked the peasantry not to pay land revenue. Pandit Jawaharlal Nehru and Sherwani were arrested. Dr. Khan Saheb and Khan Abdul Gaffar Khan (the Frontier Gandhi) were also arrested. Terrorism raised its head in Bengal. Gandhiji sought an interview with the Governor-General and it was refused. Imperialism was on the offensive. Repressive ordinances had been

### Gandhian Thought—Conception Of Democracy

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promulgated in Bengal, UP and the NWFP. The Working Committee of the Congress gave a call to resume Civil Disobedience Movement. Gandhiji and Sardar Patel were arrested on January 4, 1932. The arrest of other leaders followed soon. Satyagrahus filled the jails in thousands. In the first four months, 80,000 arrests were made. By April 1933, their number reached 120,000.

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Wholesale violence, physical outrages, shooting and beating up, punitive expeditions, collective fines on villages and seizure of lands and property accompanied the arrests. The Congress was banned. At this time MacDonald gave the Communal Award and extended "separate electorate" to the Harijans. Gandhiji went on a fast and the "Poona Pact" was signed. Gandhiji was released on May 8, 1933. During this period, the Civil Disobedience Movement slackened. Gandhiji diverted his attention to antiuntouchability programme.

The All-India Anti-Untouchability League and the Harijan Seva Sangh were organised. Gandhiji issued a statement suspending mass civil disobedience and only individual civil disobedience was retained. The Movement was withdrawn in 1934. Subhash Chandra Bose and Vallabhbhai Patel described it as "confession of failure" and gave a call for radical organisation of the Congress on a new principle and with a new method. Nariman said, "How can we induce Gandhiji to rid himself of this almost incorrigible habit... this perpetual blundering, blending of religion and politics." However, the struggle gave a new confidence, showed the determination of the people to fight to the finish and proved that the repression could not meet the challenge.

### Communal Award—Policy of Divide and Rule

When the Civil Disobedience Movement was at its peak, the British Prime Minister

announced his "Communal Award" giving weightages and separate electorate not only to various minorities but also to Harijans. It infuriated the people and the Hindu community. It was deemed as an attempt to disrupt not only the national unity but more the unity of Hindu community. Gandhiji went on a fast of self-punification. Reservation in place of separate electorates was agreed upon. The British Government accepted it. A great disaster was averted. The unity of the Hindu community was saved.

#### The Rebels in Power

The Government of India Act, 1935 was passed. It gave provincial autonomy to the provinces and introduced "dyarchy" and "federation" at the Centre. In 1936 the Congress fought elections and got thumping majorities in six provinces and emerged as the single majority party in two other provinces, though not with absolute majority. The Act was described as "Charter of Slavery". The elections were fought on the slogan of wrecking the Act. There was, a bitter controversy inside the Congress whether it should accept office or not. Jawaharlal Nehru, Subhash Chandra Bose, Socialists and Communists were against the acceptance of offices but the Rightist section led by Vallabhbhai Patel, Rajendra Prasad and C. Pajagopalachari was for acceptance. Gandhiji threw his weight on the Rightist side.

Gandhiji put a condition that the Congress could accept office if the "reserve" powers of the Governors were not used. The Viceroy made a statement in July 1937, stating that the Governors shall not use their extraordinary power as far as possible though no change could be made in the Act itself. The Congress accepted office. It formed Congress Government in six provinces—Bombay, Madras, Bihar, UP,

Orissa and CP and coalition governments in two provinces—North-West Frontier Province and Assam. In Sindh, after some time, Khan Allah Bux tormed a pro-Congress Ministry. In Bengal, the Fazlul Haq Ministry was formed and in Punjab, the Unionist Ministry under Sir Sikandar Hayat Khan assumed power. "The Congress entered upon a new era of constructive statesmanship as against the old era of fights, disobedience and imprisonment," says Dr. Pattabhi Sitaramaiah. The Congress remained in power for over two years. It resigned from office in December 1939 on the issue of war.

The Congress adopted agrarian legislation, prohibition programme, reduction of burden of indebtedness, tenancy legislation, industrial conciliation, improvement of wages, etc. It adopted the social, economic and educational programme on the basis of Karachi Resolution.

During this period, there developed a "tug-of-war" between the "Right" and the "Left" forces in the Congress. Subhash Chandra Bose got elected 'as President of the Congress in 1938 by defeating Gandhiji's candidate, Dr. Pattabhi Sitaramaiah, by 1,575 votes against 1,376 votes. He got the support of Socialists and Communists. The Right wing of the Congress was disturbed. Twelve out of 15 members of the Working Committee resigned. Even Socialists deserted him. Subhash Chandra Bose was forced to resign at the AICC meeting at Calcutta in April-May 1939. The Leftists were divided among themselves. He formed the "Forward Bloc". Public demonstrations were held under the auspices of "Left Consolidation Committee" in protest against certain Congress resolutions. Subhash Chandra Bose was disqualified to hold office for three years in the Congress. The internal unity of the Congress could not be preserved.

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# Who...What...When...Where...Why

You Ask The Question — We Will Find The Answer

#### How is the President of India elected?

–P. Vivek, Udaipur (Rajasthan)

The President of India is elected the indirect way by an electoral college in accordance with the system of proportional representation by means of a single transferable vote. The electoral college consists of members of both the Rajya Sabha and the Lok Sabha, the elected members of the legislative assemblies of the States and the elected members of the Union Territories of Delhi and Pondicherry. According to Article 55 of the Constitution, there should be uniformity of representation of the different States at the election, according to the population and the total number of elected members of the legislative assembly of each State, and parity should be maintained between the States as a whole and the Union. This second condition ensures that the votes of the States, in the aggregate, in the electoral college for the election of the President shall be equal to that of the people of the country as a whole. In

other words, this clause makes the at once representative of the nation as well as that of the people.

The makers of the Indian Constitution did not recommend direct election for obvious reasons; direct election means undue loss of time, energy and money. Besides, when real power is vested in the Union Executive, there is no meaning in electing the President directly without giving him real powers.

 What does the term 'Grand Slam' mean ?

-Amit K. Kathlana, Vadodara (Gujarat)

Grand Slam is a sports term pertaining to a group of matches, championships, etc. in a particular sport and the winning of all these matches. The best known Grand Slams are those in tennis (the Australian Open, the French Open, Wimbledon, and the US Open), golf (the US Open, the British Open, the Masters, and the PGA), and Rugby Union (victories against all opposition in the competition between England, Wales, France, Ireland and Scotland).

What is Habeas Corpus? ---Saiju. S.,

Thiruvananthapurum (Kerala) Habeas Corpus is a writ requiring a person under arrest to be brought before a judge or into

court, especially to investigate the lawfulness of his or her detention., thus ensuring that imprisonment cannot take place without a legal hearing.

Who discovered oxygen?

-K. Sreenivasa Rao, Kellampalli (Andhra Pradesh) The colourless, odourless, gaseous chemical element forming about 20 per cent of the Earth's atmosphere was discovered by

Joseph Priestley in 1774.

What is photophobia? -Shanker Chatterjee, Calcutta (West Bengal) Thotophobia means an abnormal fear of or aversion to light.

What is meant by Rabi and Kharif crops? —M.A. Abdul Rahim, Pathanamthitta (Kerala)

Rabi season is one of the two main crop seasons as observed in northern India and Pakistan and Rabi crops are grown during Rabi season, i.e., sown during October-November and harvested around March. Some of the Rabi crops are barley, mustard and wheat. Kharif is the term for the monsoon break, i.e., from April to September and the Kharif crops are sown before the onset of the monsoon and harvested in autumn and the Kharif crops include cotton, maize and millets.

Where do the UFOs come from?

–Chandan Tamariya, Jadugoda (Bihar) UFO is the acronym for an unidentified flying object. The expression is often applied to supposed vehicles ("flying saucers") piloted by beings from outer space, for which much alleged evidence has been produced, but no proof obtained. Most UFO sightings are eventually identified as weather balloons, aircraft, or meteorological phenomena.

Who was the real founder of the I.N.A. and what is its history?

-G. Ahmedpuria, Mansa (Puniah)

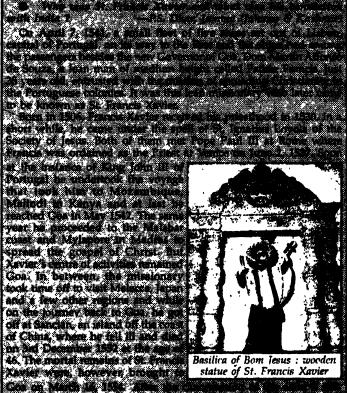
A major highlight of India's freedom struggle in the course of the Second World War was the emergence of what came to be known as the Indian National Army (INA) or the Azad Hind Fauj. Rash Behari Bose, an Indian revolutionary who had escaped from India and had been living in Japan for many years, set up the Indian Independence Lengue with the support of Indians living in South East Asia. Thousands of Indian soldiers of the British army had been taken prisoner by Japan. When Japan defeated the British armies and occupied all the countries of South East Asia, the League formed the Indian National Army among the Indian, prisoners of war in order to free Îndia from British rule. Gen. Mohan Singh, who had been an officer in the British Indian Army, played a vital role in organising the INA. Meanwhile, Subhas Chandra Bose who had escaped from India in 1941 and had gone to Germany to work for Indian independence, came to Singapore in 1943 to lead the Indian Independence League and rebuilt the INA which had by then a

strength of 45,000 soldiers.

On October 21, 1943, Netaji Subhas Chandra Bose proclaimed the formation of the provisional government of independent India (Azad Hind) in Singapore. The INA, with its slogans of 'Delhi Chalo' and the salutation 'Jai Hind' was a source of inspiration to the freedom fighters in India.

What is Radon and who discovered it?

–P. Davascelan, Tanjore (Tamil Nadu) Radon is a gaseous radioactive chemical element discovered by Pierre Curle and Marie Curie and others as a product of the radio active decay of radium. Radon is used as a source of alpha particles in radiotherapy. Small quantities of the gas are also emitted naturally from the ground in granite-rich areas.



EDITED BY VIMUA PATIL • DESIGNED BY NILUEER PALIA



hen Neeta Lulla graduated from the SNDT University's fashion technology comes in Mumbai, she hardly thought that slie would one day become a designer to the feading superstars of Bollywood. Yet, somewhat by chance and somewhat by design. Neeta is in the position of being one of the top costume designers in the Hindi film industry today. This year, industrywalkas predict that she will win the national award and the other industry awards for her work in the poetic inegalits. Hum. Dil. De. Chiolo Secreta, and find.

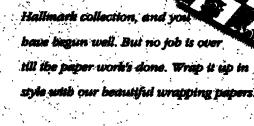
Neeta's choice of career was unusual to say the least. No one in my family was in the glamour world. Micr my marriage. I was doodling with fashion sketches when my brother in law, Prasan Kapoor, who is film star Jeetendra's brother, asked me to help with his film *Temacha*. Though tilm didn't do well, the clothes which I designed were noticed and received favourable media attention, biln Chawlar who was then making seme good movies, contacted me. I did her clothes for *Jama* and later for Yash Chopra's *Davie Hum Hai Rahi Parir Ke, Mr. & Meskindala, Isley, limit Bole, Kan eta Kate*, and many others. Sindevi too loved any sayle of designing ensembles and approached me to do not clothes. I designed for her films *Chambar, Lamba*, clot which I won the National Wards. *Chamb Ka Talada, Yen y, Ladla*, and many more films. However, Sindevi'rs now at least temporarily away from libras. She is happy is contend nother.







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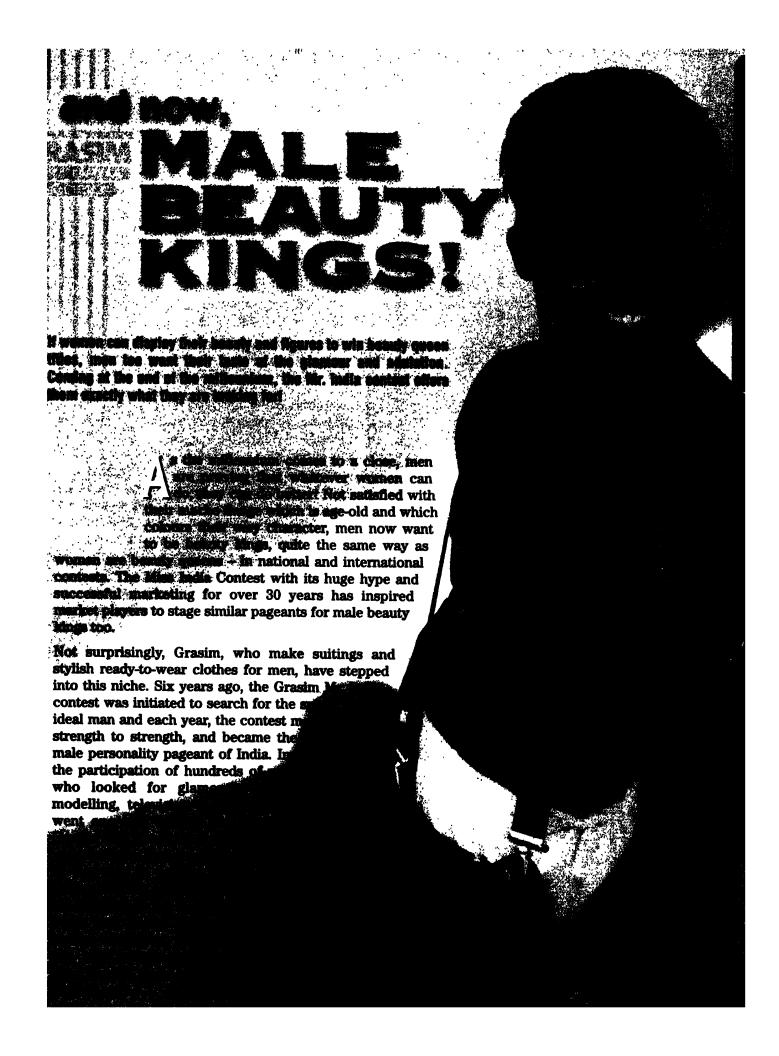
Theorem I have designed courses for more than one thins. I consider his receivableness for Arshwarya and Mahama some of the best work Arshwarya is beautiful and it is a pleas are to make clothes for her You see designate costumes for a blue is a different ball name from his particles, part Filter clothes can rarely be worn to even that the III of are made for a claimacter and to stome the objects of the personal coording to the resonant track to stome the action of the resonant track the Arshwaryas clothes some time clothes do so the can be decided to eat the vent base how for most as a life of the contractor was actionable for exercise the eater of the character was well defined to eat with the first subject with the first and the contractor was actionally and I work to be a life as a familiar to me a receiped script and I work to be a life safety as a familiar to the contractor of the safe and actions of the safe with the contractor with the contractor with the contractor with the contractor of the safe and actions of the safe and the contractor of the safe and the contractor of the safe and the contractor of the safe at the safe as the safe and the safe as the safe as the safe and the safe and known and known a contractor of the safe at the safe and the safe and the safe at the safe and the safe and the safe at the safe and the safe and the safe at the safe and the safe and the safe at the safe and the safe and the safe and the safe at the safe and th

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# HHTTS FOR SEVEN YEARS

f there's one word which typifies Bollywood, it is 'superstition'! In this magical world of make-believe, where It fortunes are made or lost with a transitory whim of the filmgoing public, where producers resort to many rituals to allay their superstitious fears, to stay in the top slot for almost a decade and to be recognised as the top-notcher in your field is nothing short of a miracle. Even superstars can rarely claim to give a consistent string of superhits one after another. Yet, in this gambling den-like scenario, this impossible feat has been performed by a petite, bespectacled woman who has not really sought the limelight of publicity till now. With the success of yet another mega-movie - Subhash Ghai's Taal - Sharmishtha Roy is poised to break an all time record of success in the Hindi film industry. In the last seven years, she has been the art director of almost all the biggest box office grossers and emerged as the undisputed numero uno in her field.

"It is not easy for anyone, least of all a woman, to make a mark in the film industry in the technical or art field – perhaps even an entry is hard to come by," says Sharmishtha, "I was extremely fortunate. I am the daughter of the famous art director Sudhendu Roy and working with him on several films gave me a feel of the field of art direction early in life. I followed his footsteps and walked right to the top of the profession." Sharmishtha is one of the four children of Sudhendu Roy, who died just a few months ago. She says she was never a bright academic and 'sort of wandered into schools and institutions' till her mother, also a fine arts person, pushed her into an interior design course at Mumbai's SNDT University.

"I was brought up in Mumbai, though my father originally belonged to Bangladesh. I somehow managed the first semester at the SNDT with boredom. But by the time the second semester began, something magical happened to me. I suddenly became passionately involved in the subject I was learning and graduated with flying colours. Still, as a typical middle class family's daughter, I was not encouraged to enter the film industry. My father was an integral part of the cinema world but I, nor any of my siblings, were welcome to its glamorous, hyped-up world. Though we were well-to-do, our values were absolutely middle class," says Sharmishtha, "But by 1986, my father was no more in excellent health. So he allowed me to do the drawings and sketches for his films at home. And much later, for Aaina, he allowed me to create the set of a home,

C INDUSTRY





because you rob the artistes you love of

their livelihood, you endanger their existence as well as the existence of music itself. Not only that, under the Copyright Act of 1984, music piracy is an offence punishable by up to two years in prison





In the Hindi film industry, art director Sharmishtha Roy is the fastest rising star today. With one more megahit — Subhash Ghai's *Taal* — she will have delivered seven straight megahits in a career of seven years!

by Junea Pari

saying that it was 'interior design for a house' rather than 'art direction for a film'. Nevertheless, I had broken the taboo, made my own impression and my passion, added to the gateway my father provided by his experience and standing in the industry, began my journey to achievement and success."

After Aging, Sharmishtha worked for Anari, a successful remake film made by a South Indian team with Karishma Kapoor. Her real chance came when she worked for Pam Chopra who, with her innate sense of style and perspectives, taught her a great deal. Then came Darr; a super success. Sharmishtha's climb was swift and unprecedented after this film. She worked for Rajshri's Hum Aapke Hain Kaun, Aditya Chopra's Dilwale Dulhaniya Le Jayenge, Yash Chopra's Dil To Pagal Hai, Karan Johar's Kuch Kuch Hota Hai, Indra Kumar's *Mann* and Subhash Ghai's *Taal*. Though she Lays she works on only a few films at a time, on the cards now are some of the biggest forthcoming productions: The home production of Shah Rukh Khan called Phir Bhi Dil Hai Hindustan. Karan Johar's new film; Aditya Chopra's new film; Boney Kapur's next production and of course, Subhash Ghai's next project. For Dil To Pagal Hai, she won the Filmfare, Zee Lux and Screen awards, all in one season. "I was touched and thrilled when all the art directors in the industry got together to give me their own award at a party they later organised," Sharmishtha says.

"The super success of many of these films is because they all belong to a specific genre," says Sharmishtha, "In the late eighties and the early nineties, the earlier films, showing poverty, violence and social injustice or conflict and crime took a back seat. People were fed up with the ugliness of life around them. They had no patience with people who revelled in poverty and illiteracy and did not want to feel guilty anymore for the woes of the nation. They felt that governmental failures were responsible for the state of the country, not the people. They needed to get away from the dirt and ugliness and cinema was one world to which they could escape. Films became opulent, carefully designed and co-ordinated. Earlier, "Arre bhai, set laga do' would be the art director's order. Now, art direction is a serious part of a film. The director, the cinematographer, the lighting expert, the script writer, the clothes designer and even the star participate in the briefing about every scene. Everybody works together to create a look, an ambience for the film to create the director's vision. Even Anil Kapoor or Shah Rukh Khan thus can consult the art director about the colour scheme and look of the set before choosing the outfit with the designer.

"Add to this the fact that the modern generation, because of its unprecedented exposure to global lifestyles, is torn today between Western values and India's cultural heritage. The most successful films of the 90s have dealt with this quandary which the youth of the country faces as it stands before the new millennium. The heroes and heroines in these films are hip, very Western in their lifestyle, fashions and their "look" - yet their values are firmly in place. They respect their elders, they marry or live by Indian values and believe that this duality is the new norm in Indian life. Aditya Chopra, Karan Johar, Suraj Barjatya and even Subhash Ghai are firm protagonists of Indian culture and values and they practise these in their own lives. These directors have introduced the concepts of maryada or restraint, respect for elders, family sanctity; marital harmony; sincerity and honesty in relationships and deep roots in Indian culture and combined them with snazzy Western clothes, fusion music, and global technology. It is a quaint, heady mix of values which has appealed to the masses and classes alike, which is why there is a string of successes in this genre."

Art direction, says Sharmishtha, is also becoming technology-driven. She used to and even now draws perspectives or sketches by hand but the computer will take over the full operation soon. It already has its strong presence in music, editing, lighting, camerawork and accounting. The planning of a film is done on computers. The new generation of directors insist on discipline, planning and total homework to complete a film in 100 days normally. The team works together and each frame is designed to make a sustainable whole.

CSR SPECIAL

# Interviews: How To Succeed

**Judy Skeats** 



Your speech and voice

The interviewer will want to hear your answers in good spoken English. These must be clear and audible. Don't put your hand over your mouth as you speak or you will not be heard as easily and will appear even more nervous. You should not feel worried about your accent, though sloppy speech, as sloppy presentation, will go against you. The interviewer wants to hear simple answers, not too long, showing a good grasp of the facts. Your answers should be backed up by illustrations from your experience.

your experience.

Speak slowly and deliberately until you relax enough to respond naturally. If you are enthusiastic and interested, the tone of your voice will vary naturally. Do try to avoid speaking in a monotone, and watch the interviewer. If they look as if they are modding off, change your tone for a moment to catch their attention again. Alternatively, pause for a minute.

Take time over your answers and don't blurt them out or gush. If you practise your interview technique, you should not have any problems with your voice. Signs to watch for are the 'squeaky' voice that signifies intense nervousness, the monosyllabic answer, the monotone, and talking too fast or too quietly for the interviewer to hear properly. Talking too much will probably irritate the interviewer as you will be interrupting the schedule for the interview. You may also reveal far more than you intended, to your detriment! If you have been depressed you are more likely to fall into the trap of the monotone answer, so guard against this.

Beware of sounding enthusiastic or fanatical about your hobbies if you are able to sound as eager about the job you have applied for. This may happen because you feel that talking about your interests is not as threatening, so you relax more and are put off your guard. As already mentioned, the interviewer will not be impressed if he/she thinks all the time you are working, you are just marking time until you can go sailing, for example. They do expect you to have other interests, of course, but not that they should take over your working time.

Studies in the USA have shown that the job applicants who were offered the post spoke for half the time and listened for half the time. As is ideal, for each question answered or piece of information given, you should speak for more than 20 seconds but less than 2 minutes.

It is important to show a sense of humour,

but don't tell jokes or spend the interview wisecracking. You will not be expected to remember the names and titles of all the members in a large panel, but make sure that if you do decide to address them by name, you get it right!

One of the points mentioned in earlier Chapter was how to deal with silence. If the silence lasts too long, ask what extra information the interviewer requires. If you have been caught by an unexpected question, you may be able to repeat the last word in question form, reflecting the question back. This technique will probably be used on you too!

### **Posture**

Sit comfortably but upright without slouching or leaning on the interviewer's desk. Sit attentively, leaning slightly forward. Put your arms slightly in front of you. Don't adopt an over-relaxed posture, with hands behind your back or worse still, behind your head. Try to stay still, without fiddling with your hair, or with your fingers, rings, earrings, etc.

If you have established good eye contact with the interviewer, the interviewer will feel friendly. Eye contact reflects your confidence. Don't avoid their eyes altogether or stare. Remember that if a comment has surprised you, you will probably avert your gaze. Look at the interviewer as he/she talks and glance at him/her as you speak. If you are addressing a panel, address the questioner for most of the time but glance at other members of the panel too.

### Recapturing the interviewer's attention

Watch the interviewer for evidence that he/she is listening. If not, vary the pace of your speech, or stop for a moment. Generally all that is needed is a slight pause. If you keep silent for longer, do this with tact—you will have to assess your rapport with the interviewers—if they are made to feel as if they were schoolchildren caught out for not concentrating, this tactic will be resented!

Signs that the interviewer's attention is wandering may be due to your rambling or verbal diarrhoea. Curtail whatever you were saying and ask if they require any further information. Look at the interviewer and smile. (It may be more difficult if you think that one member of a panel is falling asleep and the others haven't noticed!) A sure sign that the interviewer's attention is wandering is if you just get an 'I see' or 'indeed'

response as you are speaking, with those familiar glazed eyes! Work immediately to regain the interviewer's attention.

Don't be either too passive or overfamiliar. The interviewer's attention may well wander if he/she thinks that you are too scared to answer, even after all the encouragement you have been given!

### Arguments, arrogance and anger

At all costs, avoid having an argument with the interviewer—you won't win. If you give up once the argument has begun you will be seen as a wimp; if you don't, you will be seen as argumentative and probably unable to accept authority.

Avoid sarcasm even if you think your interviewer has said something particularly stupid or obvious. Don't 'put him right' or accuse him/her of getting it wrong or of twisting your answers. Say firmly, without being drawn into aggression yourself, that that was not quite what you meant, and explain again. Watch your voice and body language. If you get angry, the pitch of your voice is likely to go up and your expression to harden. This will in turn provoke a more aggressive response from the interviewer.

If you become angry at something that has been said to you, count to ten! Try to analyse why the offensive question has been asked before you respond. Take a deep breath and respond slowly and calmly. Don't apologise or be forced into a defensive attitude. Awkward questions do arise at times when the interviewer may have no intention of making you angry or upset. If you ask the interviewer to rephrase the question, the emphasis ma; be entirely different.

Overstating your claims to fame will not go down well. It is seen by interviewers as arrogance, as is over-informality. This is a classic error in people who are scared to admit their faults or are over-anxious to impress. Similarly, individuals who appear 'too clever' will only irritate the person listening. Plirting is also unacceptable—this is another example of arrogant behaviour.

If the interviewer develops what you think is an unacceptable bonhomie, he/she is probably not taking the interview seriously. Try to find a way to bring them down to earth without appearing stiff or humourless. Assess the culture of the organisation—if you think that you should be addressed by your title, such as Mr. Smith, Mrs. Jones etc., but the interviewer is using your forename, this is probably a sign that this is normal for that

company. (The converse also applies.) Dealing with an interviewer who is artificially informal is difficult. You will need to say firmly but politely that you would prefer to confine your discussion to the purpose of the interview, but show that you are willing to chat informally after that. (You won't, of course, be as informal as you suggest—don't be caught off your guard.)

### Leaving the interview

Once the interview has drawn to a close, get up, shake hands, thank the interviewer and look him/her in the eye with a smile. Pick up any belongings, walk briskly to the door and leave.

### YOUR QUESTIONS

### The final stages: questions you need to ask

Normally, towards the end of the interview, you will be asked if there are any questions you wish to ask. This does not, of course, mean that you should not have asked questions along the way. There are many things that you will need to find out before you decide whether you would accept the post even if it was offered. Alternatively, if you do not have any choice and have to take the post if offered, there are contract details which should be clarified so that you understand what is expected of you and on what terms and conditions you will be engaged.

If you really feel that you do not have anything to ask, say so but add that all your questions have already been answered by the information you have been given. You may wish to thank the interviewer for providing such full and clear details or tell the interviewer what your questions were, just so he/she knows that you had thought of some. You need only say 'I was going to ask about x, y and z but you have already covered those points.'

If you don't have many questions to ask, don't prolong the interview artificially. The interview has nearly finished; don't make the mistake of chatting on aimlessly just so that the interviewer will think you have something to say. Some people do not know how to close an interview or discussion and therefore just keep talking—don't let this be you! The same applies to this part of the interview as to the rest; keep your points succinct.

You may wish to consult a checklist of questions which you made out before the interview. This is perfectly acceptable and shows that you are organised—as long as you can find the list easily and don't keep the interviewer waiting while you rummage through your belongings to try to locate it.

Questions that you will want to find the answers to at some point during the interview include the following:

How did the vacancy arise? Why did the last jobholder leave? These are important as they will tell you a lot about the organisation and what you can expect. If the post is newly created, perhaps the company is expanding. That in turn may mean that your promotion prospects are good. If the last person in the job was promoted, this again may augur well for you if you wish to progress within the organisation—it is

obviously possible. If the last jobholder went to another organisation, see if you can find out why and what sort of post he/she obtained. The company may provide good training so that you can easily progress elsewhere. If the last incumbent moved for more money, you may be able to do that too, in the future. There are, of course, a whole host of other reasons why they may have left. They may have emigrated abroad or to another part of the country, whicy may have no bearing on the job you are applying for. However, what you are looking for are the positive signs that your future will be rosy if you work for that company and negative signs that there are difficulties there. Negative signals may include problem in working relationships; was it the fault of the last jobholder that there was a personality clash, or is the boss very difficult to work for, setting impossible targets, behaving badly towards staff, etc. Look for signs of all these kinds of problems.

How long did the last person stay in the job? This will also give you some indication of what the organisation expects. If the individual did not stay long by that company's criteria, you might be told that with an explanation of why that was. Probe gently and tactfully. If they did stay for a long time, this might tell you either that the job is a very good one and there is enough variety and challenge to keep you happy for quite a long time, or that promotions don't come easily. See if you can get an idea of how the last jobholder was viewed. If he/she was well thought of, the latter is unlikely to be true. If not, he/she may have been a 'plodder' or not have had any an bitions to progress further.

When will I hear whether or not I have been successful in this application? This is a perfectly legitimate question to ask. You are entitled to know how long the organisation will take to make up its mind. It may also be vital to know this if you are in the position where you have another job offer already but wish to take this post in preference if it is offered. If this is the case, and you think that you may not be told about this post in time to inform another company about your decision on their job, say so. That might make you seem a more attractive candidate-the interviewer may be impressed that another company wants you too. Alternatively, the interviewer may not wish to lose you to the competition. In most cases though, it will not make a material difference, but will help you to obtain the information you need on time. Do not put pressure on the interviewer though. If the outcome is really unlikely to be decided before the day when you have been asked to let another company know, tell the other company the truth and ask for a few extra days to think it over.

You will seldom be informed of the outcome of the interview then and there. Most organisations wish to follow up with a letter a few days afterwards, perhaps having checked your references first. Some large and bureaucratic organisations will take longer; a few will telephone applicants to let them know. Find out what to expect.

Don't ask directly if you have been successful. This invariably irritates

interviewers. Often they have a ful timetable of other candidates to see, but they hear you say that and fear the worst-you staying seated in front of them, trying agair to persuade them that you are the best. This arrogance on your part ignores the fact tha they know more about the post you have applied for, and that it is their job to make the decisions and to assess the candidates You haven't seen the others. Interview candidates do sometimes ask, 'Have I tok you all you need to know to convince you? or 'Have I persuaded you that I should be given the job?'. To those who find the interview situation very nerve-racking, i may seem very unlikely that this kind o question does get asked. However, sale: people and other may be guilty of doing this. If a good interviewer has had doubt about you, he/she should have probed this area of uncertainty (and very few candidate: are perfect, so all will have weaker sides). A less experienced interviewer may not probe so extensively-you should watch out for the signs that there are doubts-but they are more likely to feel embarrassed that helped if you ask this type of question.

How many candidates are you interviewing for this post? This won't really tell you a lo except your statistical chances of being picked! The etiquette of being interviewed does not permit you to ask about the other candidates in detail so you will not know it all the candidates were capable of doing the job and the final decision was therefore one of personality, or whether one candidate was far above the rest, or some were considered no-hopers', etc. Trust your judgement about how you feel the interview went rather than putting faith in the numbers.

Generally, any questions to do with you progression in the comapny go down well However, don't overdo your ambition; keep it within the confines of what would normally be expected in that industry. Take into account the size of the company and what opportunities it may offer (or not be able to offer). If you have not been given a job description, make sure that you know exactly what your responsibilities will be either at the interview, or on offer of the post. If there are aspects of the job that you are still not sure of, make sure that you asl now You should also be told who will asses: your work and how this will be done. Any other questions you may have about the organisation, its products, its finances, etc show a positive attitude. You may have to be tactful on the latter, but questions such as how long the company has been going and what its current turnover is, give you information about your prospective job security as well as showing a general interes

in the company.

If you have any reason to be concerned about the longevity of the post, ask. It is not good coming out of the interview thinking that the job is wonderful, and accepting an offer only to find that if you had listened to your instincts and asked the right questions you would have been protected from a redundancy situation. If the post is on a short-term contract, make sure that you know why. These are the usua 'closing' questions for an interview but there are others that you will need to find answer.

to if you wish to work for the organisations and have not already been told. As already mentioned, you should not ask your first questions about salary and conditions of work, but you must make sure that you know the answers to these questions before you leave the interview. If you are offered the post, you should be able to make an informed decision about whether you wish to take it, based on your prospects and finances (after all, few people can afford to work for nothing) and whether you think you will enjoy the job. You should check the following details but should have analysed exactly what you want before the interview. You should know what the best you are hoping for is, and what your bottom line' is—that is, the absolute minimum on any one item.

Check the salary offered now (and whether this is negotiable). You should not attempt to negotiate about salary at this stage, but may do so if you are offered the post. Ask how salaries are determined. If the grading strucutre is rigid, there may be no room for negotiations (think back to what was said in the advertisement). If the advertisement said 'circa' you will probably be able to ask for more. If the advertisement said 'up to', it may be difficult to obtain the maximum stated. How much you will want to haggle will depend on how much you think you are worth and how much you want this post.

Look at your future salary prospects too (how often rises are given when they are due, whether these are based on merit or cost of living, or both), etc. You may feel tempted to join the organisation because of the financial advantage now, but will find that in a year's time you are worse off than if you had stayed in your current company. There are, of course, many factors determining whether you wish to accept another position, and money may be a small part of this for you, but even if that is so, you should be aware of what you will be accepting. Look at any additional payments which may be available (overtime, bonuses, commission, etc.) and think realistically about whether you will be able to earn these. Fringe benefits might also be offered (such as a company car, medical insurance, contributory or non-contributory pension, etc.) and you will need to think about these too.

You should find out what the hours of work will be and whether these are flexible. If you cannot fit in with those times because, say, you need to take the children to school, but can work from 10 a.m. till 6 p.m. rather than 9 a.m. till 5 p.m, say so and see if any arrangements can be made. Mention this tentatively at the interview, without making an issue of it, and then be ready to bargain on that point if the job is offered. Usually, if flexibility is possible, the interviewer will be glad to have an indication of your preference at the interview rather than having a surprise when they thought that every thing was sorted out. Remember to be as flexible as you can on this point—you want to create the impression that you are part of the solution to the company's problems, and would not be a problem yourself.

Find out what your holiday entitlement will be (and remember

Find out what your holiday entitlement will be (and remember that if you join the organisation in the middle of the year, your entitlement may be reduced). See if any holidays, you have already booked would be honoured—they usually are: You may also want to check other conditions in the contract, but it is wise not to mention sick pay at the interview in case the interviewer thinks that you will constantly be absent.

Find out from the interviewer if the organisation intends to take up references. Usually this will be done, either with your permission before the interview, or once a post is offered. However, there are a few organisations who take up references after the interview in order to help their selection decisions. Tread carefully on the question of unions and union membership. You will have to assess the organisational culture and whether membership will be seen as normal or will be frowned on. You may also be interested in further training – if this is likely to demonstrate your enthusiasm, mention it, but if you think that in this company you will only be seen as trying to take everything you can get, avoid it. The interviewer may assume that you think you are entitled to time off for training; again this is something to beware of, so show that you do not take it for granted unless you have been specifically told that this is the case.

If you have not already found out, ask politely whether expenses will be paid for your travel to the interview. Normal expenses cover second class rail travel or bus fares, not first class rail or air tickets. Taxis over a short distance to somewhere inaccessible are permissible.

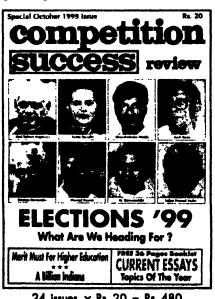
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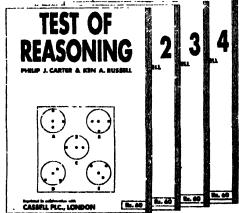


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# General Knowledge Encyclopedia

### Can We Deny Human Rights To Women ?

Right from the womb to the tomb she has been carrying on both her mind and body the tell-tale marks of discrimination and violence caused by man, people of her own sex, the society and its anachronistic social mores. the outdated laws, the government itself, the media, the politicians and the political parties as well as scores of other agencies. From the podium, the high and mighty talk about human rights for refugees, the labour class, the prisoners and several categories of the disadvantaged and the dispossessed, but most of us know that half of humanity comprising women will enter the threshold of the new millennium deprived of basic human rights. The discrimination and violence she is inflicted upon may vary from one nation to another and from one region to another in our country, but the crux of the matter is that she will continue to be a second class citizen all over the world, be it under the obscurantist regime of the Taliban in



A woman cobbler engaged in the profession to make a living following her husband's death in Sahibabad, Ghaziabad district in Uttar Pradesh

Afghanistan or the so-called civilised society in USA where the person holding the highest political office in the country could go scotfree despite the most publicised sexual dalliance he seemed to have had with Monica Lewinsky, a small-time employee in the White House establishment. The plight of the women who have to pay a high dowry to get married in the highly literate State like Kerala is no different from the widows from West Bengal who are dumped into Mathura and Brindaban to fend for themselves.

She is a cross-bearer everywhere in the orthodox Hindu society, the fundamentalistic Islamic world and the socialled advanced Christian civilisation. Perhaps, no society and no nation can claim that women enjoy the same rights as men do.

The discrimination and violence begin even before she is born and continue till her last journey beyond this mundane world. Female foeticide secured surreptitiously through the scientific method of amniocentesis easily gets rid of the girl child even before she is born. The preference for boys in the tradition-bound Indian society and the fear of the looming spectre of dowry that dogs the birth of girls compel many of the parents of the middle class and rich families to get rid of the girl to be born to them by resorting to selective abortion. In collusion with doctors and clinics operating in big cities like Mumbai, Delhi and Chandigarh, they try to predetermine the sex of the child to be born and let the guillotine fall if the sex of the foetus is female. Shocked at the widespread practice of the evil, the Government of Maharashtra and later the Government of ludia brought in legislation to stamp out the evil. But what we have failed to learn is that no social evil can be exorcised by legislation, however well-intentioned it may

See, how we deny even the right to be born to the female species !

Even when she is born, she is not spared. In certain parts of Tamil Nadu several poor families, plagued by the fear of the prospect of dowry, resort to female infanticide. There are many villages in certain districts notorious for the persistence of this pernicious practice and both the State Government and NGOs have been doing their best to wear poor families away from this practice. But such social practices cannot be wished away all too soon. Stray cases of female infanticide are also reported from the States like Rajasthan and Bihar too.

So, we deny the girl child even the basic human right to life t

And the poor girl bears the cross all through her childhood, adolescence, adulthood and old age in all the realms of life.

Many girls are still not sent to school in many parts of the country as many parents hug the notion that "a girl is after all has to go into another family and what is the use wasting time and money by sending her to a school?" That explains why female illiteracy is still high and the iemale drop-outs from schools is more than the males. Thus girls continue to pay a high price for the rampant poverty and an education system that promises no future for the money and time put into it. For the poor, education is a huxury they can ill-afford and the girls become either domestic help or part of the gigantic army of child labour where they are exploited sexually too.

The Universal Declaration of Human Rights and our own Constitution provide for the right to education. But how many of our girls enjoy this right in the prevailing socio-economic milieu is known to all.

Adolescence is the period where every girl crosses the threshold of childhood and prepares for entry into adulthood. The adolescent girl needs a lot of nutrition for healthy growth for playing the role of the mother. But in

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most families in our conservative society, the adolescent girl is denied this nutrition. Along with the mother, she gets her share of the food last after serving the male members of the family; she gets the left-over, poor in both quality and quantity. Add to it the burden of back-breaking work at home or outside.

Millions of girls in their formative adolescent stage are thus denied the right to health and nutrition, a right adumbrated in the Universal Declaration of Human Rights.

Yet another social practice that comes in the way of girls enjoying the rights to education and health is the persistent



Freed Pakistani women with their children who had been enslaved by two landlords in a village, Kahpro some 280 km east of Karachi. Slavery of poor peasants is a normal feudal practice in the provinces

evil of child marriage. Despite the so-called Child Marriage Restraint Act, child marriage is still practised, with religious fervour, in Rajasthan and to a lesser degree in Gujarat, Bihar, UP, Madhya Pradesh, Karnataka and Tamil Nadu. During the Akha Teej festival, thousands of girls and boysmany of them virtual infants—get married with the authorities just looking away. Attempts to do away with this practice have ended in smoke. The Rajasthan Government organised a band of women volunteers to educate the public against the bad effects of child marriage and one of the women volunteers (sathins) was gangraped for taking up the cudgels against marriage before consent.

for taking up the cudgels against marriage before consent.

Child marriage deprives young girls of their right to education and prepares them for motherhood before they are mentally and physically prepared for it.

Of all the crimes against women rape is the most heinous and despicable and the assailants spare none including minor girls. A rape victim, once deprived of the right to honour and dignified living, loses all interest in life. Justice eludes her and most of the assailants go scotfree, thanks to the prolonged litigation and the loopholes in the law. The poor woman goes through one trauma after another at the police station, the courtroom and the remainder of her life.

None knows the real number of women and minor girls who become victims of rape year after year in our country. Official figures seldom indicate the large number of reported cases who refuse to come out into the open fearing social stigma that may stalk them all through the rest of their life. The social attitude towards the rape victim is as reprehensible as the villainous act to violate the modesty of a woman. A leading politician in our country is said to have remarked once: "What is rape after all? In America there is a rape every minute. It is as common as drinking tea". The United Front government at the Centre went a step further when it mooted a scheme whereby rape

inaurance could be taken out, placing a monetary value on chastity.

Appalled by the poor deterrent values of the laws already existing in regard to the penalty awarded to the guilty. India's Home Minister, Mr. L.K. Advani, went to the extent of recommending death penalty for the culprit. One may or may not agree with him, but one can neither question his high feelings about the crime nor underestimate the enormity of the crime. Says the Law Commission: "(Rape) is the ultimate violation of the self. It is a humiliating event in the woman's life which leads to fear for existence and a sense of powerlessness."

Rape robs the woman and the family, to which she belongs, their highly valued self-esteem.

The female is universally treated as a sex object to slake the lust of man. This attitude has given rise to the indecent representation of women in the media and more particularly in the advertisements, both electronic and printed media. A few years ago we passed a law against indecent representation of women, but the law lost all its punch when mod women were only willing to join in the media blitzkrieg to make quick bucks.

Prostitutes are no longer prostitutes, but sex workers and would like to be recognised as such and they have also asked for the right to health and the right to education for their children and the right to pursue their trade without the harassment from the law enforcement agencies.

Yet another social evil that takes from every woman the right to life, the right to dignified living is the scourge of dowry. Dowry is an undying conflagration that has consumed several innocent lives in the last thirty years. Women, victimised by mental and physical torture, either kill themselves or get killed. At the base of the dowry problem is the argument that man and woman are not equal and every parent has to 'buy' a bridegroom to help his daughter enter another family with dignity. Just as in other social evils, here too law has miserably failed to tackle the problem of dowry which perpetuates the theory that the woman is inferior to man. Even the education of women has not tackled the problem. Today, there is a pricetag for an IAS officer, a business executive, a doctor, an engineer and other boys in top brackets earning high emoluments. Education and more wealth (black or white) have only deepened the complexity of the problem. In many parts of the country parents ruin themselves paying dowry all through their life.

That men and women are equal in social life is more a myth than a reality.

Though women in large numbers are joining the workforce, here too they face sexual harassment in both white collar and blue collar jobs, a burning subject that recently drew the attention of the Supreme Court of India.

Even in regard to inheritance rights women do not enjoy the same rights as women. The 15th Law Commission, entrusted with the task of revising Central Acts to simplify them and to remove anomalies, has begun a study of certain provisions of the property rights of Hindu women, especially of the daughters to ancestral and inherited property.

For no fault of hers, a widow is a sign of bad omen and she seldom attends gala social functions or is totally sidelined. Worse still, many of the widows from West Bengal are dumped in the pilgrim centres of Mathura and Brindavan where they lead a life of penury singing bhajans and begging. Their crime: they have become widows. And there are still many educated in Rajasthan who would like the widows to immolate themselves in the funeral pyre of their husbands.

That sums up the plight of the women, denied of basic human rights right from their birth to death.

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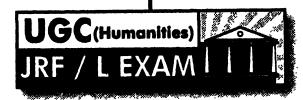
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FIDELS - III

# Develop A Trim Look



You have to develop and acquire a strong, forceful, favourable and successful personality to function as an effective and capable leader. An individual's personality is made up of several factors, and appendially it depends on how the individual reacts to situations and people and what impressions and impact he creates on others during and after the process. The person enjoying a successful personality invariably makes a favourable impression and the impact he produces is forceful. Unconsciously, you are influenced and swayed by the ideas, views and opinions of such a successful personality.

And, for you too, it is tairly easy to develop a successful personality. All you need is keenness, interest and sustained effort. If you are willing to take trouble, adapt your behaviour pattern in a particular manner and avoid some mistakes, you can develop and acquire a successful personality. Let us now examine the areas to which one should pay attention for this purpose.

Although outward appearance and bearing by themselves alone do not make up the personality frame of the individual, they do account for the initial or first impression. And it is always advantageous to win a favourable first impression. The first impression may last quite longer and it requires quite a lot of effort to change an unfavourable initial impression. Besides, a favourable first impression will help you to win over others easily and quickly. You will be starting with your right toot in and with a lot of advantage.

Does your initial impression depend entirely and solely on your natural physical features such as your height, build, complexion, colour of your eyes, substance and colour of your hair, strength of your muscles, and so on? A moment's reflection and your own experience will tell you that it is not so. Physical features and attributes have only a marginal influence. It is what you do with such assets that really matters. There are many other things which count. You should know how to present whatever assets you have in the right light. That is far more important.

In your personal appearance, your dress plays a vital part. You need not have to go in for the costly, superior, dazzling and colourful attires. They need not be brand new or conform to the latest fashion. But, they should be clean, neat and well-fitting. A good attire must fit you nicely and it must suit the occasion. If it is a formal occasion like an interview, you should dress in a formal manner. If it is an informal occasion, you can dress in an informal manner. Your

# IMPROVE YOUR PERSONALITY

dress should not be offending or outrageous. You should not appear half-clad or ill-clad. One should not convey the impression that he has slept in his clothes. Simplicity does not mean that you should appear in rags. Keep your clothes washed and well pressed. Choose your dress with some care. Pay some attention to what you wear. You can make your dress to help you to add to your personality.

The fact that you are well dressed will not only make an impact on others but will also make you feel confident and fully at home in all circumstances. On the other hand, if you are not properly dressed, it will be nagging at the back of your mind all the time. You will be under some mental stress and obsession, your concentration will be diverted and you are likely to be inhibited and affected by an inferiority complex if your clothes happen to be ill-fitting, shabby, dirty or torn. Similarly, if it is not in tune with the environment, occasion, custom, you might appear quite conspicuous and it would in turn make you feel self-conscious.

Your dress includes your footweat also. Your shoes must be polished, neat and clean. You must ensure that the shoes are not torn, the heels are not worn out and the seams are not given way.

On a formal occasion, when you are going to wear a coat, it will be better to go in for dark trousers and white shirt. On such occasions, you must wear a matching tie. In these days of terene and wash-and-wear clothings, washing and pressing do not pose serious problems. Your wardrobe should, therefore, contain adequate and selected clothes to show you as a well-dressed individual on all occasions. The proverb that "while in Rome, do as Romans do" emphasises the fact that your dress should conform to the occasion.

It has been rightly said that "apparel oft roclaims the man." It your clothes are well tailored, neat and clean, they will definitely convey some favourable ideas on some aspects of your personality traits, such as your organisation habit, systematic approach, disciplined behaviour, method, neatness, carefulness, etc. Once in a way, it is better to put a question to yourself and check whether you have become slack or indifferent concerning your appearance, whether your clothes have become outdated, shabby, greasy or crumpled and whether you could be described as a well-

dressed, well-groomed and smar individual. If you do not get an unqualifix 'yes' as the ready answer to you question, you must do somethin immediately to improve your appearance and bearing.

and bearing.

Along with your dress, you must also tak care of your grooming. Your hair-cut an style should be attended to. You must go it for a hair style, which may enhance you appearance. Whether you should spot moustaches or beard depends as to whethe they will add to your personality from th appearance angle. Next comes your personal hygiene. Your teeth should be clean an white. No bad smell should emanate from your mouth, body or clothes. If you use an perfume, it should not be too strong to caus any adverse reaction from other-individuals You must ensure that your hands and finge nails are clean. This is also true of you handcuffs, shirt collars, etc. One must als see that the buttons are intact on the shir trousers and coat. These do appear as mine things but people notice such things and draw conclusions. These do influence th initial impression created by your genera appearance.

Next to clothes, our appearance i influenced by the way we conduct and carr ourselves, how we move about, walk, stanor sit down. We must stand straight an walk briskly with firm and confident steps Our shoulders should be pulled up and no drooping and head held erect and not ben over toes. We must take firm and decisiv steps when we walk and sit with a straigh back in a relaxed attentive posture while occupying a seat. Our handshake must b warm, hearty and firm. If you greet other with a namuste, do it nicely in proper style None of your movements should be half hearted, indecisive and haphazard. Alway look at the other person in the eye will warmth and friendliness. Your eye invariably radiate and reflect the feelings of your heart.

The next important thing that contribute a great deal for a good appearance and favourable initial impact is a cheerful smiling and happy facial countenance. With self-discipline and systematic practice, you can always present a smiling face and cheerful appearance.

From your own experience you will be able to recall how you feel relaxed an happy when you meet a smiling, cheerful and pleasant person. You feel the urge to reciprocate, to talk to him and to attend the him. Like your look and smile, your voic and words can also have a tremendou impact on the other individual. Voice an words are, therefore, very important.

# Super Brain Super Personality Contest 2000

(Continued from page 44)

Subbulaxmi, Ms. Kiran Bedi, Dr. Padmavati, Mrs. Sushma Swaraj, the great environmentalist and a social activist Medha Patkar and Promilia Kalhan have become great names in different fields of their work. Sonali Banerjee of Calcutta became the first Indian woman Marine Engineer and. Bula Choudhury brought fame to our country for crossing the English Channel twice.

Now with the encouragement of co-education, women have cast off the age-old inferiority complex and they are marching side by side with men in every walk of life. Women are actually proving to be academically better and socially more active. When we come across the results of Competitive Examinations in All India Services, Civil and Police and Indian Universities we are happily surprised to note that women capture most of merit seats. They are also aware of the fast changing social milieu and they are making sustained efforts to scale the ladders of social progress by dint of their zeal and dynamism. They are contributing significantly towards the building of the nation.

Women writers like Mahashweta Devi, Pratibha Roy, Arundhati Roy have established their credentials in the modern literary world and contributed to the literary excellence of the nation.

It is heartening to note that today we have in India, the educated women who are very keen and efficient on taking up administrative work. We are amazed to see the wonderful work women are doing as officers, typists, clerks, receptionists. It has been noticed that they are quick to understand every work and have won the applause from the bureaucracy. Moreover, they cheer up others with a sweet smile and they can win over others to their point of view. They are competing for Indian Administrative and Foreign Service and many other Services too. We have women as lawyers, judges and revenue officers. They are cool-headed, dispassionate, objective and impartial.

There are certain professions and careers which the women should choose because mentally, physically and culturally they are more suitable to these professions than men. Today, women are proving their worth in the field of teaching, one of the noble professions. As children's minds are delicate and very sensitive, women can teach them with more affection and sincerity than men. The Kindergarten and Montessori System of education are being implemented mostly by women in India.

In the field of healthcare also women as doctors and nurses can give a healing touch to patients. It has been found that women on account of their tender hearts are better nurses and due to their naturally delicate and soft hands they are better doctors. Therefore, it can be said: "A woman's voice is  $\varepsilon$  cure and her touch a balm". Florence Nightingale, the "Lady with a Lamp," made history and showed the way to womankind how efficiently and nobly women can mitigate the sufferings of humanity in war and epidemic.

Even, in the field of Family Planning, women can render admirable service of explaining to the village women the importance of Family Planning by taking them into confidence and can guide them by creating awareness about different methods of birth control. If all the educated awomen accept the challenge of time and make up their mind to serve the nation in checking the population growth, it will greatly contribute to the socio-economic progress of the nation. Every woman can't become a judge, or an administrator, but many a woman can become a nurse, a teacher and a social worker.

Women have come out of their homes and brushed shoulders with men as co-workers—as managers, officers, TV and radio newsreaders, anchors, musicians, clerks, stenographers and what not. We have also many talented and successful women entrepreneurs who are doing commendable work by their excellent business management skills. Women are no longer physically unfit for military and police departments. In the whole length and breadth of India, everyone has read and heard of Ms. Kiran Bedi, an IPS officer with an iron hand and a soft heart craving for reformation in the state of prisons in India. Women should be encouraged to join these departments. India does not lack in woman power. They should be recruited in Police and Military, B.S.F., C.S.F. Delhi, Bombay and U.P. Police have raised Mahila Battalions. With the leadership taken by Miss Ahluwalia, we shall soon have skilled women Pilots to take upto the realm of the sky.

Really, women are less selfish, more dedicated to duty and have much patience than men by nature. In order to make optimum use of our vast woman power, we must liberate Indian woman of many social taboos. However, mere legislation cannot emancipate the lot of our women. This needs a radical change in our mental make-up and our social structure. For this, we shall have to foster a social emancipating spirit in our everyday life. The conservative male chauvinistic attitude shall have to give way to liberalism. It can be said with a sense of pride and confidence that the future of women in India is quite bright and that our prosperity will be safe in their hands. Napoleon was right when he declared that by educating the women, we educate and uplift the whole nation.

In order to give them more scope of participation in the economic growth of the country, the government has implemented major programmes like Mahila Samridhi Yojana, Women's Development Corporation etc. The female literacy on the whole is on the rise. According to Rabindranath Tagore "Woman is God's best creation". She adds beauty and charm to every aspect of life. To quote former Miss Universe, Sushmita Sen, "Women in India have now become more aware of their rights as individuals and are now opting for higher position at work, at the same time being a perfect housewife at home." This is the stage at which women have reached today. Only the benign and elevating presence of women on the top can help bring in a semblance of order in the present situation. Emotional, affectionate, caring and yet firm, a woman is the perennial source of inspiration for man in the odyssey

Women like Golda Meir, Indira Gandhi, Sirimavo Bandaranaike, Margaret Thatcher have left an indelible mark not only on their nations but also on the international level. In the past women like Joan of Arc and Rani Lakshmi Bai of Jhansi did prove the strength of their convictions. Modern women have risen far above the domestic drudgery. They are educated and aware enough to deal with any situation competently. In the present times they are no longer the inanimate objects. They have struggled hard to establish the identity of their own. They possess enough strength and self-confidence in a brave new world. They are fully capable of articulating their hopes and aspirations-whether it is ruling a country, scaling Mount Everest, flying in space or displaying effective managerial skill. It reminds one of Lord Byron, who said, "There is a tide in the affairs of women God knows nowhere !" In the present chaotic world only women can handle the situation with patience and perseverance and they are able to do it in a better and more systematic manner.

To Manu, the ancient law-giver, "woman is divine, holy and pure. Therefore, she is worshipped." According to him, "Gods reside in the home where women are honoured." For Mahatma Gandhi, "without the emancipation of

women, independence was meaningless". He believes that woman is, really a nobler sex. She should not regard herself helpless, weak and dependent. He was of the view that woman is the cultural backbone of the society. She is "the incarnation of Ahimsa"—infinite love which again means "infinite capacity for suffering," Education, according to him, can enable women to assert their right. His advice to the educated women was to conserve the best tradition of Indian culture. He wanted them to participate in the governance of the country. Gandhiji's efforts resulted in the participation of Indian women in the State governments in 1937 and in the Central government in 1947.

Indeed, it was Gandhiji who succeeded in raising the position of women in India by making them conscious of their rights. As a result of the efforts of Gandhiji, the position of women has changed and they are gradually emerging as a force in social, cultural as well as political fields of our country. The talent, patience, inner strength, power of tolerance, insight, efficiency of a responsible and good woman help in the governance of the country and its overall progress. Therefore, Ralph Waldo Emerson says "A sufficient measure of civilisation is the influence of good

women". Victor Hugo once said "Men have sight women insight." Women run to extremes, take advanced measures for the progress of the country with their power of mental strength and extraordinary talent. Women have occupied a pivotal position today and have achieved eminence in different fields. In present time, several women's organisations are working for the enlightenment of women. in India. Some of such organisations are Women's Indian Association, National Commission for Women, National Council of Women in India, All India Women's Conference, Seva Sadan, Jyoti Sangh etc. Despite the hurdles like male chauvinism, and indifference towards them, women have proved their worth as teachers, administrators, officers, entrepreneurs, doctors and engineers, nurses, computer scientists, and almost in all the spheres of activity and every walk of life, contributing immensely to nation building. The Government, too has been taking measures to help them. Now the women in India are heading towards advancement. By dint of their devotion, dedication and determination, women like Mother Teresa, Ramadevi, Bhagini Nivedita, Indira Gandhi and many others played a vital role in the building of the nation. Q

# Religion And Science

"Science doesn't require religion for its existence and religion doesn't need science for its existence, but man needs both".

- Fritjof Capra

Ever since the dawn of civilisation men of wisdom-intellectuals and scholars, philosophers politicians-were in divided camps in the contentions over the relative worth and dignity of science and religion. Now as the twilight of the present millennium fades away, and the dawn of the new one glimmers at the horizon, the debate still remains hot as ever. In the modern age, it is no exaggeration to suppose that the future course of history would depend on the method adopted by this generation to reconcile the conflict that exists between religion and science

It is indeed difficult to integrate the views regarding the evolution of religions as they are numerous and mutually contradicting. The faculties of human mind like fear, wonder.

intelligence, logic, ignorance, insight, intuition etc., had unquestionable impact on its development. In the early days, all branches of knowledge viz religion, medicine. politics, poetics, ethics, physics and metaphysics came under the general purview of philosophy. In course of time each branch developed in its own way deviating from the mainstream, and some, for instance religion and science fell at loggerheads. In the east till the advent of western education, these developments were in harmony with religious doctrines that resulted in their symbiosis. The technological outcry against the scientific developments compelled the philosophers and scientists of the middle ages to formulate their conclusions in accordance with ecclesiastical decrees. Charles Darwin was forced to add the phrase 'hy the creator' in the final sentence of the second edition of the The Origin of Species to conciliate



Ampady K.

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Congratulations, Dr. Ampady!

the angry clerics. This unrelenting, attitude of religious people virtually made the religions static compared to the dynamism of science. The result was the gradual decay of religious influence on society. Nevertheless, the scientific researches till Sir Issac Newton were more or less influenced by religious concepts. Newton's mechanistic model of world is an excellent example of this influence. But as science progressed step-wise at an amazing pace, the results of science and beliefs of religion came into frank disagreement. This period of history promoted the ideals of atheism, rationalism and Marxism. Antireligious drive throughout the world, was at its pinnacle during this period of history. Eminent thinker and psychologist, Sigmund Freud even went to the extent of declaring that "there is no future for the illusion called religion". The advent of the Theory of Relativity, Uncertainty Principle and Quantum Mechanics

bombarded the Newtonian determinism and revolutionised the scientific thinking to a great extent. This even created a split in the scientific fraternity. This came as a blessing in disguise for the religion as physicists like Werner Heisenberg pointed out the validity of certain religious concepts in the light of modern theories of science. The realisation that religion can't regain its old power until it could face the 'change' in the same spirit as science did lead the religious intellectuals to modify their concepts in accordance with science. Though the orthodox thinkers on both sides resisted any such move, this new recognition was a welcome sign as it was a stepping stone towards the efforts that later exposed many of the similarities between religion and science.

To draw any definite conclusions concerning the challenges that confront the modern world, it is essential

to understand the connection that exists between these two seemingly opposing spheres. However, it is difficult to tackle this question unless the terms under reference are defined clearly. Eminent American psychologist William James has broadly defined religion as a "belief that there is an unseen order, that our supreme good lies in harmoniously adjusting ourselves thereto". The ultimate goal and the way of living towards that achievement differs considerably among various religions. These diversities prevailing in different religions made this field a free-forall in which any word or phrase could mean anything or everything. But in spite of all the controversies, science was able to put up a united picture due to its logical methodology in accepting or rejecting a concept.

Religion is mainly a phenomenon of heart, the main weapon in its armoury is faith, while science rests totally on reason. When religion speaks in poetic language of parables and metaphors, science puts forth its truths, concepts and formulae in clear terms. Science always tells the truth directly while religion has indirect ways of hinting at the truth. For instance, when science points out that sunlight has seven components (VIBGYOR), religion says it poetically that the Sun God travels in a chariot driven by seven horses of seven hues. Religion has been presented as a valuable tool for ordering life through right conduct. Its unrelenting attitude towards the contemplation of moral and aesthetic values and the fear it arouses in the name of God prevents an otherwise chaotic atmosphere. Though science gets the credit for whatever this generation has achieved materially, religion continues to be a ray of hope for millions. Even though religion deals with many a thing unknown to this world, people are more influenced by religious doctrines than by scientific ones. The main reason for this is the 'magic of faith' which is an inherent tendency of human heart that doesn't require any systematic study for its digestion. Bernad Shaw once remarked: "Life will lose its charm when faith is replaced by cold scientific reason". But unlike religion, science is concerned with the general conditions which regulate the physical phenomena. All material achievements that mankind has earned till date, are the gift of science. Man's social development from the paleolithic age to this era of computers, his saga from mother earth to space, the luxuries he enjoys at present, his conquest over dreaded diseases, for each and every thing, he owes to science.

In the case of religions, however the diversities prevailing in various concepts and the selfish interests of their protagonists, they have turned out of the havens of superstitious and unscientific traditions. Untouchability and the divisions based on one's ancestry were promoted and were given ideological backup. Organised religions fought mammoth wars among themselves that obliterated innumerable lives which they were supposed to protect. It is not surprising if somebody doubts whether religion had completely failed in its basic purpose of promoting universal peace.

Science also has its seemy side in both material and philosophic aspects. It has grown to such a height from where it can destroy this world in a fraction of second. Greenhouse effect, Ozone depletion, scientific warfare, Hiroshima and Nagasaki etc. have indeed made its significance of Universal Saviour questionable. Little interest shown by the scientific community towards the philosophic aspect of life has reduced the beautiful imaginations of religious people to mere stupidity. This often made the scientific approach itself a lifeless, monotonous and inhuman adventure.

The efforts towards mutual recognition that started in the earlier part of this century aroused a series of questions, discussions, arguments and counter-arguments



among the scientific and religious communities. When physicists shed their pretentious absolutism and put on the garb of relativity, their observation of Universe underwent a change and some of them could even appreciate the nascent realms of similarities in both the fields. Werner Heisenberg in his book Physics and Philosophy stretched his imagination to postulate some relations he found between science and religion during his research. Geofrey Chew, the founder of boot strap physics also found amazing points of coincidence between his theory and that of Buddhism. John Archbald Wheeler and Eugene Weigher even went to the extent of considering human consciousness as the missing link between the world of electrons and everyday reality. Few years back, famous physicist Fritjof Capra wrote the international best seller The Tao of Physics which extensively deals with the relation of modern science and eastern mysticism. The reciprocation from the side of religion was also encouraging. Religious heavyweights like Swami Vivekananda, Aurobindo, Paramahamsa, Yogananda, Falter J. Sheon, Dalai Lama etc. also did make remarkable contribution towards this effect.

Aurobindo influenced by Charles Darwin went on to create a religious theory of evolution of souls. At present almost all the leading religious leaders are busy in explaining the religious doctrines in accordance with scientific principles. Moreover, ancient sciences like Ayurveda, Yoga, and meditation are also getting recognition from the scientific community. Recently Dr. N. Gopalakrishnan, Scientist in CSIR, published an extensive study in which he clearly pointed out the scientific insight of ancient Indian sages in biology, physics, chemistry, astronomy and mathematics. For example:

"Yojananam Sahasre dwe Dwe shathe dwe cha yojane Ekena Nimishardhena Karmamana Namosthuthe

(Rigveda, Sayana Bhashyam)

(I salute you (light) who travels two thousand two hundred and two yojanas by half of a Nimisha)

- 1 Yojana = 12.11 Km.
- 1 Nimisha = 0.18 S

By this calculation, the velocity of light will turn out to be 296291 Km/s which is approximately the same as the scientific estimation.

In spite of all these efforts, diehard traditionalists on either side are adamant in opposing all these modern views. They consider all these efforts as concerted attempts to exploit the people in the name of religion and science.

On the threshold of a new millennium, we are left with an undaunted task of utilising judiciously the benefits of both the religion and science yet avoiding their demerits. We will have to modify the existing religious beliefs in accordance with the advance in science. If religion is a sound expression of truth, this modification will only exhibit adequately the exact point which is of importance. Thus, the progress of science will result in interpreting religious thoughts to the great advantage of religion. This scientific systematisation of religion will definitely satisfy the intellectual appetite of the modern generation. Similarly, the atrocities that are being perpetrated in this world, with the help of science can definitely be reduced if the scientific outlook develops with a religious flavour. This needs unbiased and wholehearted determination from the entire scientific and religious fraternity. Thus, science and religion can complement each other, and at times each can act as a filter for the other to purge themselves. This reconciliation will definitely yield a vision, a vision for the coming millennium based on simplicity, co-operation integrity, purity and peace.

### Success Stars In Super Brains Of India Contest 4

Joydesp Majumdar

# 1209.Vishwekarine Blacke W.E.C.E. Heart.
Papile 1 Tirupati-517 562 (Andhra Padesh)

Ms. Subheart Panigrah)

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### Consolation Contributors



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# Our Superior Might Alone Will Make Pakistan Keep Peace With Us

### Nature And Scope

Group Discussion is not a formal debate of a discussion test. There will be no leader of chairman. One is not under any ompulsion to argue in favour of the proposition or to oppose it. In other words, he candidate is at liberty to say what he ikes, when he likes and as he likes. To make t more convenient to all concerned, all andidates are referred to as addressed by heir roll or chest numbers.

For the benefit of our readers and articularly to help those who will be taking art in the GD Tests at one or more places, we reproduce below the 'live' discussion onducted at our Competition Success nstitute, a group of eight aspirants ppearing for the selection of Management raisees. These candidates are participating n, their very first Group Discussion, and heir present level is evaluated at each stage o help them know their own strong and veak points. After receiving training at the nstitute their performance phenomenally mproves and they are assured of success.

### **Progress**

Soon after the examiner's exit from the cene, the prevailing silence is broken. The andidates initially start asides or subdued onversation with their neighbours. Being eated in a closed circle as to watch others in the group without hindrance, some also indulge in cross talks. One or two candidates um around to find out where the examiner is gone and whether he has returned. Soon he noise gathers momentum and several iersons are seen talking at the same time. It this stage, No. 4 raises his voice ufficiently high to be heard by all in the roup and speaks to the group as a whole.

No. 4: Hey folks ! I must say this is rather n easy subject. In fact, there could be only ne view so far as I am concerned. No uestion of opposition and bringing round thers after arguments and convincing and vhat not. Hope you get my point. If you sk me, we can finish this topic in 10 ninutes or so, and then relax. Last night, I vent to the disco and you know I made riends with a lovely girl. You are right. We ad a wonderful time, and she was a real port. I will tell you how I got around this id whom I had never seen before in my ife. When we finish this topic and get going in our own, I wish they allow us to smoke nd order for some tea. It will be so well

No. 6: No, Mr. 4, I am afraid it is not joing to be that easy. This is an important, "tremely controversial and intensely

### GROUP DISCUSSION

County interesting When a saling a get dainy with others whatever be their temperaturants. It is not an excital and accordance status. Anyone who takes the knack of gotting along with others will be a missit as a leader. The leader has to adjust himself suitably with different elements so that he could fit in harmorelously in a group. He has to rise above his personal likes and dislikes to accommodate the larger interests of the group. He must serve as a cohesive force to bind the group strongly as a single unit or entity.

burning topic of the day, especially in the context of the Kargil aftermath. It is being discussed in the Parliament, debated on the TV and radio and in the newspapers. Even foreign press and public media are devoting a lot of time and space to this. I don't know whether you have been reading the newspapers and magazines. I read even the foreign journals. I say, in fact, I can talk for hours on this subject.

No. 4: (Interrupting No. 6 a bit rudely) Now listen, you, No. 6. Before you go about talking any further, I want to make two things damn clear. (This sudden outburst and arguments between Nos. 4 and 6 make others in the group to put a stop to their asides, whispers, etc. The attention and interest of the group is centred on Nos. 4 and 6. They listen to No. 4 with some apprehension, and No. 4 in the meantime continues) First, No. 6, I warn you that I don't like being contradicted by anybody. I don't care who and what he or she is. That applies to you and also to all others present here. I want this to sink deep into your heads.

No. 6: (Showing some nervousness at this threat and rude talk from No. 4 and seeming somewhat apologetic) Look, all I said was...

No. 4: (Again rudely shutting off No. 6 by sudden interruption) I already told you once not to interrupt me. Now you are just doing that. Don't repeat the mistake again, or you will feel damn sorry for yourself. Next time,

I will use such language and back it up with telling action that you sure are not going to like it, buddy. (No. 6 looks around in a helpless manner. No. 5 sitting as his neighbour wedged between Nos. 4 and 6, gently pats on the arms of No. 6 to reassure him without, however, saying or doing anything openly to attract the attention of No. 4. In the meantime, noticing that No. 6 has beaten a retreat, No. 4 proceeds to address the group further.) The second thing you said was that I do not read the newspapers and books. This I regard as a great and most damaging insult. I demand an instant public apology. For your information, we get a dozen dailies in our house and may be 100 journals a month. My only problem is to find the time to read them. One can damn well say that there is a library and reading room in our house. (He glares at No. 6)

No. 6: (Rather uneasy at the hostile attitude of No. 4, attempts to get up as though to tender the apology demanded by No. 4. But No. 5 stops him by pulling his arm with a slight pressure and indicating to him that he should remain silent. Next, No. 5 himself proceeds to intervene.)

No. 5: Well, No. 4 and friends, please permit me to say a few words at this juncture. (Others seem to watch the new development with more interest. They seem to wonder what No. 5 would say, and how No. 4 would react further.)

No. 4: What do you want?

No. 5: (With a smile) You see my friends, I am in the unenviable position of being sandwiched between Nos. 4 and 6. Although they may not mean it, if they decide to have a showdown and fist fight, it is I who would get hurt most. (He laughs. His humorous speech and tactful intervention remove the tension in the group. Others are also encouraged to participate. In the meantime, No. 5 continues) First of all, I want to request the two friends sitting on my left and right to spare me from this ordeal. (He laughs further goodhumouredly and the group joins him. The tension is now completely defused, and all are at ease. Only No. 6 still remains a bit apprehensive.)

No. 1: (At this stage No. 1 comes forward to make some remarks.) Thank you, No. 5. I suppose you are right. We were rather worried that there might break out an unpleasant fight between your two neighbours. Now you have broken the ice and calmed down the entire atmosphere. The war clouds have vanished and sunshine is on; to put it poetically. Since the time is running short, why don't you go ahead with the discussion and give us your views on the subject?

No. 4: That is exactly what I intended to do when this fellow, I mean Shrimanji No. 6 butted in.

No. 5: Well, No. 4. You will agree that we are here as friends. My submission is that we do not bear or show any ill feelings towards one another. You should not say anything personal. In this Group Discussion, each member of the group has complete and total freedom to express his views and ideas for what they are worth. Everyone has the right to agree or disagree with such views My request is that we all conduct ourselves as friends. Suppose I were to disagree with your arguments, it does not mean that I am insulting you personally. Among friends, there is no question of apologies and regrets. I am sure we are all agreed on that.

No. 1: Of course, yes No. 5. I second you in toto. We can't talk freely and exchange our ideas meaningfully if we feel hurt by opposition, disagreement or criticism. (Turning to others in the group) What do you all have to say?

Nos. 2, 8 and 7: Yes, yes, please. We agree.

Comments: We saw that No. 4 showed ambition and enterprise to shoulder responsibility. He addressed the group as a whole, and also got a hearing. But he was found lacking in ideas and the ability to carry others with him He was over-assertive and made sweeping statements. No. 6, who obviously has some ideas on the subject, expressed views contrary to those put forward by No. 4. This annoyed No. 4 who did not relish contradictions and criticism. He, therefore, became boorish and violent, and went after the blood of No. 6. The other members of the group, except No. 5 seemed hesitant to interfere. However, No. 5 came forward to bell the cat with courage and confidence. He displayed a good deal of tact, humour and persuasive ability. He avoided any head-on collision with No. 4, but tackled the situation unth imagination and resourcefulness. He has now become the natural leader and coordinator of the group. As for No. 6, the rude opposition has unnerved him. Though perhaps sincere, he proves to be an impulsive type. He was on the verge of tendering a public apology to No. 4, but thanks to No. 5, the ordeal was avoided. No. 1 also came forward to coordinate and promote the group activity. He gave excellent support to No. 5 and mobilised the group opinion in his favour. Thus, we see the group leadership alternating among different candidates according to the part they choose to play at any given time.

No. 5: Thank you, No. 1. However, since No. 4 started the ball rolling, he might like to be the opening speaker. Then, if you all agree we can go anti-clockwise to complete the round. That is after No. 4, Nos. 3, 2, 1, 8, 7, 6 and 5 can speak in that order. I would suggest that we take about three minutes each during the first round.

No. 1: Excuse me. One minute, please. I entirely agree with all that you have said. But just one correction. Instead of speaking for three minutes, it may be better to limit it to two minutes only. Then we will have more time to react to the views expressed by others. I mean we can have a second



round for a post-mortem. Another point I wish to add. That is, when one candidate is on his feet and speaking, he is not to be interrupted. Otherwise, there would be delays and diversions.

No. 5: Well said and thank you, No. 1. You are perfectly right. Your amendment is accepted. Now No. 4. Please go ahead.

No. 4: I don't want to speak first. No. 1 has already asked you to open the discussion. If you don't want to talk, I suppose No. 1 can perform the opening ceremony.

No. 5: What do you say. No. 1? Being No. 1, it might be appropriate for you to be the opening speaker.

No. 1: (Smiling) Thanks for the honour conferred on me. I am ready to obey the orders of the group. However, if there are other volunteers, it is only fair that their claims should be respected. Perhaps, No. 6 would like to volunteer.

No. 6: No, no, thanks please. (He does not as yet seem to have got over the jolt he received at the hands of No. 4).

No. 5: I see there are no volunteers. You may get going, No. 1.

No. 1: Well No. 5, would you mind if we proceed in a clockwise manner? You see, No. 8 is not keen to be the second speaker. He wants to speak last.

No. 5: Oh, yes. It hardly makes any difference. We proceed clockwise, and we will speak now in the order of our roll numbers. (He smiles) By the way, if one does not want to speak when his turn comes, he is at liberty to forego his chance. He can speak later. As I explained, this is only a friendly chit-chat. There is no formality or rigidity. No compulsions at all. Let us be relaxed and fully at ease. Now, No. 1 kindly speak on.

Comments: We find No. 5 to be very sporting and making special efforts to win the full cooperation and support of No. 4 for further harmonious group deliberations. He offers the opportunity of being the opening speaker to No. 4. But No. 4 spurns the offer and wastes the opportunity. Perhaps his ideas are shallow, or he hasn't any. As for No. 1, he readily accepts the opportunity. But, in his turn, he also wants to give encouragement to No. 6 who is yet to come out of the shell into which he was driven by No. 4. We find Nos. 5 and 1 giving precedence to group interests over their own. No 1 asks for volunteers and No. 5 backs up the call. We notice team spirit and selflessness on their part. Another point to note is the sporting and cooperative way in which No. 5 accepts criticism and amendments to his original proposals from No. 1. The approach of both is constructive and positive. Both have emerged as dynamic leaders and others turn to them for leadership. At this stage, No. 8 who so far remained a mere onlooker, was given the opportunity to be the second speaker. But he spurns it. He does not want to accept even this responsibility. He opts to be the last speaker. I appears that he is content to remain a followe throughout.

No. 1: Our subject for discussion implies that only superior military and industrial might can contain Pakistan from launching further armed attacks on India. I entirely agree with the proposition. Our Lahore Bus Diplomacy only helped Pakistan to deceive us and intrude into Kargil. Pakistan did no also honour the Shimla Agreement. Thus a 'No Nuclear First Use' Pact with Pakistan will only expose us to the grave nuclead danger. The only way to keep Pakistan is check is to keep teaching it a lesson with greater military might as we have done in 1947, 1965, 1971 and now in 1999 when i infiltrated into Kargil.

Comments: No. 1 has fair ideas on the subject and, as the opening speaker, he has given a good introduction on the subject. He is able to decide on his priorities. His power of-expression is good, and he has been successful in creating a fairly strong and receptive impact on the group He is ready to take risks and accept responsibility once the lead is given and the example is set by a stronger leader. He is regarded as one who can respond to training. Selected.

No. 2: Gentlemen, I feel the time is now opportune to sign a No-War Pact with Pakistan since an elected democratic government has been functioning in tha country for sometime now. We should help democracy to take roots and surrive it Pakistan. We should further prevent the factors and actions which may lead to another coup and military takeover it Pakistan. Pakistan is mainly worried abou an Indian military attack. Hence, a No-Wa Pact will remove this fear and the military in Pakistan will lose its importance to tha extent. A democratic government is Pakistan will not hastily resort to any military action against India. We multi de whatever we can to strengthen the hands o elected Pakistani leaders withou compromising our security and nationa interests. By signing a No-War Pact, then will be no compromise with our security and national interests. Therefore, I favou signing a No-War Pact with Pakister immediately.

Comments: No. 2 has been able to speak fo the full two minutes assigned to him. He ha also shown the confidence, though rather at belated stage, to express contrary views despit what No. 4 said earlier. Besides, No. 2 has als countered the arguments of No. 1 with fai success. He has also shown logic and reasoning in his arguments and presented then convincingly to the group. During hi performance, he has been successful in holding the attention of the group and strin; acceptance. On the other hand, he was a lat starter. Overall, the candidate has not shown any negative qualities. He is able to play. dominant role after warming up. He has th ideas and influencing ability. Recommended.

No. 3: Friends, in my opinion, the arguments presented by No. 1 seem more valid. The international situation changes rapidly. Nothing ever remains static. This means we should keep our options open, review the situation as it develops and decide on a course of action best suited to the occasion. Though Pakistan has embraced democracy again, its Prime Minister cannot over-rule the Pakistani Army which has the real say in that country. The military and also the US influence are all powerful in Pakistan. As matters stand now, the military can easily reassert itself if it so desires. Pakistani leaders have to appease the military as well as the Americans. The active support by Pakistan to terrorism in Jammu & Kashmir still continues unabated. In fact, Pakistani-engineered terrorism in Jammu & Kashmir is on the increase. We must then have the courage to do what we feel is best rather than getting carried away by the slogans and the outside pressure. In the ultimate analysis, power flows out of the barrel of a gun. Let us build our defences and teach another lesson to Pakistan if it dares to attack us again.

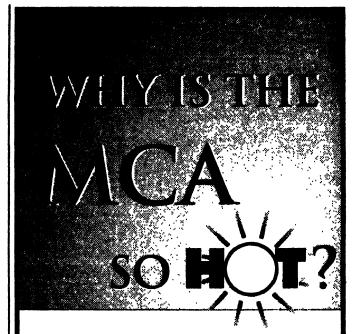
Comments: The ease of No. 3 is more or less similar to that of No. 2, except that he has expressed views contrary to those advocated by No. 2. What is more, No. 3 presents his views with more force and also feeling. There are some original contributions among his arguments. He has also made a stronger impact on the group as compared to No. 2. He has not exhibited any negative traits. He is willing to accept responsibility m his turn, that is, when he is asked or required to do so. With training, he is likely to overcome his mildness and initial inhibitions. Can be given a chance.

No. 4: Folks, I am quite disappointed that there are different views on the subject that is so elementary and obvious. One should be gut of one's senses if one has to believe that Pakistan would ever abandon its warpath against India and become a friend of this country. It is a day dream and a futile hope. We will only be deceiving ourselves and misleading others. I am rather surprised that No. 2 could use his fertile imagination and put forward some silly arguments to prop up his case. To me, it is unpatriotic even to believe Pakistan on anything. We are fools if we ever listen to what Pakistan says on any subject under the sun. It is all sheer eye-wash and propaganda trash.

Comments: No. 4 is rigid and intolerant. Temperamentally, he is aggressive and quarrelsome. He cannot accept criticism and differing viewpoints in the proper spirit. Since he displays marked negative qualities and cannot cooperate except on his own terms, he is not suited for teamwork. Rejected.

No. 5: Dear Friends, Pakistan cannot think of permanent peace with India as it is still hellbent upon annexing the whole of Jammu & Kashmir by hook or by crook. By signing a No-War Pact we are likely to be lulled into complacency in regard to our defence preparedness, as it happened with China with our "Hindi-Chini Bhai-Bhai" slogan and attitude. We neglected our defences against China, trusting China to be our great friend. But China stabbed us in the back and taught us an important lesson. Right now, we can proceed as per the Shimla Agreement and ask Pakistan to demonstrate its good faith and bona fides by accepting the present ceasefire line in Jammu & Kashmir as the permanent international border under guarantees from USA, China, UK, Russia and OIC (in particular Saudi Arabia) following a UN resolution to that effect. Thus, Pakistan should be asked to prove its bona fides. If Pakistan agrees to these conditions, we can take the calculated risk of signing a No-War-Pact. This pact assumes a still greater significance since both the countries are now nuclear powers. A push on nuclear button by an irresponsible country like Pakistan can cause havoc. Further, the huge amounts spent by both the countries on Defence year-after-year, can be diverted to socio-economic development for the real welfare of teeming deprived people on both sides. But the trouble is while we have accepted the existence of Pakistan, the latter has different dreams. So we have to be wary of our enemy's designs even after signing No-War Pact with it.

Comments: This candidate has a positive approach to solve problems. He uses his resources to advantage. He approaches the problem in a logical and rational manner, and obtains the maximum benefits possible under the given circumstances. Besides being original, he is also practical and thorough. This dynamic candidate is goal-oriented and gifted. He can lead





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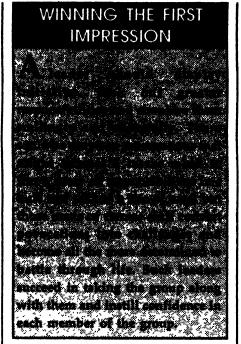
his team to success and contribute to the growth of his organisation significantly. Selected with top honours.

No. 6: Gentlemen, I am sorry, please. Dear friends, you must excuse me. You see whatever I wanted to say has already been said by our friend No. 5. We have identical views and if I had spoken first, I am sure No. 5 would have reacted in the same way like I am reacting now. As I said earlier, I have read this subject with keenness in different newspapers and journals. I endorse the views of No. 5 by which we have nothing to lose but a lot to gain. We can conclude a No-War Pact and other Agreements if Pakistan fulfils our terms and conditions.

Comments: A mild and timid candidate lacking in self-confidence and enterprise, he gets frightened and nervous when he encounters opposition and lacks the determination to face them with courage. He could be, at best, a useful worker under a good leader. Not suited for managerial tasks. Rejected.

No. 7: From what you all have said about Pact with Pakistan I conclude that it has no utility in real terms. The Father of the Nation believed in truth and not in propaganda. We should worry about the substance and not bother about the appearances. It is better not to talk about the No-War Pact to which neither of the countries really subscribes.

Comments: No. 7 is confused and selfopinionated. By resorting to moralising, he is likely to cause divisions. He is also emotional



and rigid. Basically he has remained aloof from group deliberations and abstained from making any contribution whatever to the achievement of the group task. Thus, even as a worker he would be of no use to the team. Rejected.

No. 8: Friends, I am the last one to speak. I think there is something in what both the sides have said. I really do not know what to choose and whom to support. It is best to

remain neutral. Among yourselves, you can decide by voting if you want. But I would not like to cast my vote. Thank you, that is all.

Comments: No. 8 is a dull and insipid individual, devoid of ideas and motivation. Dynamically weak, he lacks the urge, pluck and initiative. He shies away from responsibilities, and cannot accept any risks. A totally dependent individual who will be a big burden on his team. Rejected.

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# Test Of Reasoning Ability

### (Verbal And Non-Verbal)

For CAT, MAT, State Bank Probationary Officers' Exam, etc.

MODEL QUESTION PAPER / PRACTICE TEST				
Q. 1. Four of the following five are alike in a certain way and so form a group. Which is the one that does not belong to that group?  (1) PRT (2) QOM (3) CEG (4) UWY (5) IKM Q. 2. In a row of boys, Ganesh is twelfth from the left and Rajan is fifteenth from the right. When they interchange their positions, Rajan becomes twentieth from the right. How many boys are there in the row?  (1) 30 (2) 29 (3) 32 (4) 31 (5) None of these Q. 3. If the alternate letters in the following alphabet starting from A are written in small and the rest in CAPITALS, which of the following will represent the hird month after July?  A B C D E F G H I J K L M N O P Q R S T U V W X Y Z.  (1) OCtObEr (2) october (3) OCTOBER (4) oCtober (5) None of these Q. 4. The positions of the first and the sixth letters in the word DISTRIBUTE are interchanged. Similarly, the positions of the econd and the seventh, the third and the eighth letter and so on are interchanged. Which of the following letters will be the lifth from the left after interchanging the positions as directed?  (1) I (2) E (3) S  (4) T (5) None of these Q. 5. In a certain code, PERFECT is written as RGTHGEV. How is BROWN written in that code?  (1) CSPXO (2) DSQYP (3) CTQXP (4) DTQYP (5) None of these Q. 6. What should come in place of the puestion mark (?) in the following letter-number series?  B2E D5H F12K H27N ?  (1) I58Q (2) I57Q (3) I58P (4) J58Q (5) None of these  Directions (Qs 7-8):  (A) "S × T" means S is brother of T.  (B) "S - T" means S is brother of T.  (C) "S + T" means S is father of T.  (C) "S + T" means S is father of T.  (C) "S + T" means S is father of T.  (C) "S + T" means S is father of T.  (C) "S + T" means S is father of T.  (C) "S + T" means S is father of T.  (C) "S + T" means S is father of T.	Q. 9. If it is possible to make a meaningful word with the third, the fifth, the eighth and the tenth letters of the word DISTRIBUTE, which of the following will be the third letter of that word? If no such word can be made, give 'X' as the answer, and if more than one such words can be made, give 'M' as the answer.  (1) S (2) R (3) E  (4) X (5) M  Q. 10. Mohit is taller than Ashok. Gopal is taller than Prabodh. Who among them is the tallest? To find out the answer, which of the informations given in the statements A and B is/are sufficient?  A. Ashok is taller than Gopal.  R. Gopal is shorter than Ashok.  (1) Both A and B together are needed.  (2) Both A and B together are not sufficient.  (3) A alone is sufficient.  (4) B alone is sufficient.  (5) Either A or B alone is sufficient.  Q. 11. If X is coded as 7; P is coded as 9; Z is coded as 6; M is coded as 5; L is coded as 3 and D is coded as 2, then what will be the coded form of PLDXMZ?  (1) 932756 (2) 923756  (3) 952736 (4) 937526  (5) None of these  Q. 12. If P denotes '+'; R denotes 'x'; S denotes '-' and T denotes '+'; then what will be the value of 5R9P7S913P6?  (1) 54 (2) 128 (3) 59  (4) 55 (5) None of these  Q. 13. Among Prabir, Subodh, Gopal and Suresh, whe wore a red shirt? To find out the answer, which of the informations given in the statements A and B is/are sufficient?  A. Each of them wore a shirt of different colour.  B. Frabir and Gopal wore yellow and blue shirts and Subodh wore green shirt.  (1) Both A and B together are needed.  (3) Either A or B alone is sufficient.	Q. 15. To find out the answer to the above question, which of the following statements can be dispensed with?  (1) None (2) B only (3) B or C only (4) C only (5) None of these  Directions (Qs 16 to 20): In each of these questions, two statements are given followed by four conclusions numbered I, II, III and IV. You have to take the two given statements to be true even if they seem to be at variance from commonly known facts. Read all the conclusions and then decide which of the given conclusions logically follows from the two given statements, disregarding commonly known facts.  Q. 16. Statements:  Some papers are pencils.  II. Some lions are pencils.  III. Some lions are pencils.  III. Some lions are papers.  IV. Some papers are lions.  (1) All follow (2) Only II, III and IV follow (3) Only III and IV follow (3) Only III and IV follow (4) Only I, II and III follow (5) None of these Q. 17. Statements:  All cups are trees.  All trees are cups.  III. All trees are cups.  III. All trees are cups.  IV. Some tigers are cups.  (1) Only II and III follow (2) Only I and III follow (3) All follow (4) None follows (5) None of these Q. 18. Statements:  All trains are flowers.  Some flowers are watches.  Conclusions:  I. Some trains are watches.  II. Some watches are trains.		
(C) 'S + T' means S is father of T.	(2) Both A and B together are needed.	I. Some trains are watches.		
'M is son of Q"?	(4) B alone is sufficient.	III. Some watches are flowers.		
(1) $M \times R + Q$ (2) $M + R \times Q$ (3) $M - R + T$ (4) $Q + M \times R$	(5) A alone is sufficient.  Directions (Qs 14 to 15):	IV. Some flowers are trains. (1) All follow		
(5) None of these	(A) P. Q. R. S and T are sitting in a circle	(2) None follows		
Q. 8. To find answer to the above	facing the centre.	(3) Only I and II follow		
puestion, which of the following statements	(B) R is to the immediate left of T.	(4) Only II and III follow		
an be dispensed with ? (1) B only (2) C only	(C) P is between S and T. Q. 14. Who is to the immediate left of R?	(5) None of these O. 19. Statements:		
(3) B or C only (4) A or B only	(1) T (2) P (3) Q	Some boxes are care.		
(5) None	(4) S. (5) Cannot be determined	Some cars are roads.		

### Conclusions:

- I. Some roads are boxes.
- II. Some cars are boxes.
- III. No box is road.
- IV. Some roads are cars.
- (1) Only II and III follow
- (2) Only I and IV follow
- (3) Only either III or IV and I and II follow
- (4) None follows
- (5) None of these
- Q. 20. Statements :

No goat is door. All doors are chairs.

- Conclusions :
- I. Some chairs are doors.
- II. Some chairs are goats.
- III. No chair is goat.
- IV. Some doors are goats.
- (1) Only either it or ill follows
- (2) Only either II or III and IV follows
- (3) Only either II or III and I follow
- (4) None follows
- (5) None of these

Directions (Qs 21 to 25): In each of these questions, a statement is given followed by three courses of action numbered I, II and III. A course of action is a step or administrative decision to be taken for improvement, follow up, or further action in regard to the problem, policy, etc. On the basis of the information given in the statement, you have to assume everything in the statement to be true, then decide which of the three given suggested courses of action logically follow(s) for pursuing. Then decide which of the alternatives (1), (2), (3), (4) and (5) is the correct answer.

Statement: Drinking water supply to New Bombay has been suspended till further orders from Maharashtra Pollution Control Board, tollowing pollution of Patalganga river, caused by discharge of effluents from some chemical industries. Courses of action:

- L The industries responsible for discharging effluents into the river should be asked to close down immediately.
- II. The river water should immediately be treated chemically before resuming
- III. The Pollution Control Board should check the nature of effluents being discharged into the river by industries ac regular intervals.
- (1) All follow
- (2) None follows
- (3) Only I tollows
- (4) Only II and III follow
- (5) None of these
- Q. 22.

Statement: The vehicular traffic has increased so much in the recent past that it takes at least two hours to travel between the city and the airport during peak hours.

Courses of action :

- Non-airport bound vehicles should not be allowed to ply on the road connecting the city and the airport.
- II. The load of venicular traffic should be diverted through various link roads during peak hours
- III. The departure and arrival of flights

should be regulated so as to avoid congestion during peak hours.

- (1) All follow
- (2) Only I and II follow
- (3) Only I follows (4) Only II follows
- (5) None of these
- Q. 23.

Statement: A devastating earthquake has ravaged the city, killing hundreds of people and rendering many more homeless. Courses of action :

- The entry of outsiders into the city should be stopped immediately.
- The civic administration should immediately make alternate temporary housing arrangement for the victims.
- people should affected III. The immediately be shifted to a safer place.
- (1) Only I follows
- (2) Only II and III follow (3) Only III follows
- (4) Only either II or III follows
- (5) None of these
- Q. 24.

Statement: Due to cancellation of a huge export order for not adhering to the time frame, the company is likely to get into incurring losses in the current financial vear.

Courses of action:

- The officer-in-charge of the production should be immediately suspended.
- The goods manufactured for the export order should be sold to other party.
- III. The company should change its machinery to maintain the time frame.
- (1) All follow
- (2) None rollows
- (3) Only I and II follow
- (4) Only II follows
- (5) None of these
- Q. 25.

Statement: The University Grants Commission has recommended that the primary level admission to Government and Government-aided schools should be done purely by random selection and not by admission tests. This is necessiated as the number of admission seekers are much more than the available seats. Courses of action:

- 1. The Government should instruct the private schools also to follow the same practice.
- Ii. The Government should set up an independent body to regulate the primary level admissions.
- III. The schools should be asked to select students only from those who stay in the neighbouring areas of the school.
- (1) None follows
- (2) Only II and III follow
- (3) Only I and II follow.
- (4) Only II follows
- (5) None of these

Directions (Qs 26 to 30): We come across many funny incidents related to different walks of life. One of the features of the funny incidents is the punch line or a climax—which gives the incident a sudden transformation or twist (into something not expected). It is this punch line which makes the incident funny.

In each of the following questions an

incident is described but the punch line is missing—indicated by a blank. After the incident, two statements numbered I and II are given. Considering the incident, you have to decide which of the two statements fits as a punch line.

Give answer 'Only I', if you think that only the statement I fits; Give ansu 'Only II', if you think that only the statement II fits; Give answer Both with contrasting ideas', if you think that both the statements I and II fit but the idea or the wavelength of approach in both the statements is different and contrasting: Give answer 'Both with same idea', if you think that both the statements I and II fit and the wavelength of approach in both the statements is more or less the same; Give answer 'Neither', if you think that neither of the statements fits.

Q. 26. Seeing a boy in the class crying, the teacher asked, "Why are you crying". The boy replied .

- I. I cry whenever I don't laugh.
- II. I am crying because I have nothing else to do.
- (1) Only II (2) Both with same idea (3) Neither (4) Only I
- (5) Both with contrasting ideas
- Q. 27. Seeing a man smoking in the railway compartment, his co-passenger told him, "You should stop smoking, otherwise you will get cancer". The man smoking replied '
  - Well, I am incharge of the cancer detection centre of the city I live.
  - II. I was detected for suffering from cancer twenty years back.
  - (1) Only I
  - (2) Only II
  - (3) Both with same idea
  - (4) Both with contrasting ideas
  - (5) Neither
- Q. 28. A man was giving advice to his friend by saying, "Remember, you should never steal because
  - 1. You will never become a robber.
  - II. That is the only way to avoid entering in business.
  - (1) Both with same idea
  - (2) Both with contrasting ideas
  - (3) Neither
  - (4) Only I
  - (5) Only II
- Q. 29. On returning home from office one day, a man said to his wife, "I am not going to office from tomorrow because .
  - I. I have decided to swap our daily routines.
  - II. I have been put under house arrest.

  - (1) Neither (2) Only I (3) Only II (4) Both with same idea
  - (5) Both with contrasting ideas
- Q. 30. A person, who consumes alcohol regularly, told his friend, "I don't take bath on Thursday because
  - I take bath only when I am drunk.

'n,

- II. It is a dry day.
- (1) Both with contrasting ideas
- (2) Both with same idea
- (3) Only II
- (4) Neither
- (5) Only I

Directions (Qs 31 to 35): In each of these questions, a statement is given which is followed by three assumptions numbered I, II and III. An assumption is something supposed or taken for granted. You have to consider the statement and the assumptions and decide which of the assumptions is implicit in the statement. Then decide which of the alternatives (1), (2), (3), (4) and (5) is the correct answer. Q. 31.

Matement: Facing the threat of the park being destroyed by the rodents, the authority banned people carrying any food article while entering the park. Assumptions:

I. People may not now bring any food article inside the park.

II. The rodents may stop invading the park in future.

III. The number of people visiting the park may decrease.

(1) All are implicit

(2) Only I and II are implicit

(3) Only II is implicit

(4) Only II and III are implicit

(5) None of these

Q. 32.

Statement: Being unable to maintain the roads in the city, the civic authority has decided to invite private enterprises to adopt different prominent roads in exchange of their advertisement rights on these roads.

Assumptions:

I. The common people may not welcome the decision.

II. Adequate number of private enterprises may respond to the invitation.

III. The traffic problem may decrease in near future.

(1) Only II is implicit

(2) None is implicit

(3) Only II and III are implicit

(4) Only I and II are implicit

(5) None of these

Statement: Saroj made an application to the bank for a loan of Rs. 1,80,000 by mortgaging his house to the bank and promised to repay it within five years. Assumptions :

The bank has a practice of granting loans for Rs. 1,00,000 and above.

II. The bank accepts house as collateral security against such loans.

III. The bank may grant loan to Saroj.

(1) All are implicit

(2) None is implicit

(3) Only I and II are implicit

(4) Only II and III are implicit

(5) None of these

Q. 34.

"Wanted first class Statement: Engineering graduates to join the team of highly motivated employees in our company"—an advertisement.

Assumptions:

I. Adequate number of first class engineering graduates will respond to the advertisement.

II. Those who do not have first class will not apply.

III. Only those who are motivated, will respond to the advertisement.

(1) None is implicit

(2) Only I is implicit

(3) Only I and II are implicit

(4) Only I and III are implicit

(5) None of these

Statement: "If you want to get the best treatment for coronary diseases, you must approach hospital Z"—A tells B. Assumptions:

I. B may be a heart patient.

II. B generally listens to A.

III. A may have enough information about the hospital facilities.
(1) None is implicit

(2) All are implicit
(3) Only I is implicit
(4) Only II and III are implicit

(5) None of these

Directions (Qs 36 to 40) : Read the following information carefully and answer the questions given below it :

(i) Five friends P, Q, R, S and T travelled to five different cities, Madras, Calcutta, Delhi, Bangalore and Hyderabad, by five different modes of transport, Bus, Train, Aeroplane, Car and Boat, from Bombay.

(ii) The person who travelled to Delhi did not travel by boat.

(iii) R went to Bangalore by car and Q went to Calcutta by aeroplane.

(iv)S travelled by boat whereas T travelled by train.

(v) Bombay is not connected by bus to Delhi and Madras.

Q. 36. Which of the following combinations of person and mode is not correct?

(1) T-Aeroplane

(2) R-Car (4) P-Bus

(3) S-Boat

(5) Q-Aeroplane Q. 37. Which of the following combinations is true for S?

(1) Madras-Bus (2) Madras-Boat

(3) Delhi-Bus

(4) Data inadequate

(5) None of these

Q.38. Which of the following combinations of place and mode is not correct?

(1) Madras-Boat

(2) Calcutta-Aeroplane

(3) Hyderabad-Bus

(4) Bangalore-Car

(5) Delhi-Bus

Q. 39. The person travelling to Delhi went by which of the following modes?

(1) Bus

(2) Train

(4) Car

(3) Aeroplane (5) Boat

Q. 40. Who among the following travelled to Delhi?

(4) Data inadequate (5) None of these

### **ANSWERS**

1. (2): In this group, three alternative letters of the alphabet are in reverse order.

2. (4): After interchanging the positions, Rajan is twelfth from the left and twentieth from the right.

4. (2): The fifth and the tenth letters are interchanged.

5. (4): Each letter is moved two steps forward.

6. (4): Consider the three series separately:

(1) B, D, F, H, J (2) 2, 5, 12, 27, 58

(3) E, H, K, N, Q The sequence in series (1) is +2. The sequence in series (2) is  $\times 2 + 1$ ,  $\times 2 + 2$ ,  $\times 2 + 3$ ,  $\times 2 + 4$ . The sequence in series (3) is +3.

7. (4): Q + M × R means that Q is father of M and M is brother of R, i.e. M is son of Q.

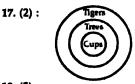
9. (2) : SURE

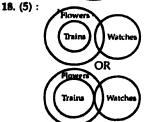
10. (5) 11. (1)

12. (4): Given Expression =5 ×9+7-9+3+6  $=5 \times 9 + 7 - 3 + 6$ = 45 + 7 - 3 + 6 = 55

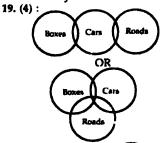
13. (2) 14. (3):

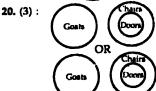
15. (1) 16. (2):





Only III and IV follow





21. (4) 22. (4) 23. (2) 24. (4) 25. (1) 26. (5) 27. (3) 28. (3)

29. (5) 30. (2) 31. (2) 32. (3) 35. (2) 34. (3)

33. (1) 36. (1):  $P \rightarrow Hyderabad \rightarrow Bus$ 

O → Calcutta → Aeroplane R → Bangalore → Car

S → Madras → Boat T → Delhi → Train

37. (2) 38. (5) 39. (2) 40. (1)

(To be continued)

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# Facing The Interview Board

(Right Approach)

### The Candidate

Naresh Bhatia is a smart young man of good height and fair complexion. His lean build and high-heeled shoes add to his neight and show his general appearance to us advantage. He has dressed suitably for the formal occasion of the IAS interview. He has taken care to groom himself well to zain the advantage of the first favourable mpression. His abundant, long, dark hair s well shampooed and nicely combed. His shoes are well polished and shining. His inger nails are well trimmed and perfectly clean. At the UPSC library, which serves as he waiting room for candidates appearing or the IAS interview, we find Mr. Bhatia quite at ease in the company of fellow andidates who all happen to be total trangers as well as competitors to him. Such s has self-confidence that he is ready to share nis knowledge and ideas with the other andidates without the slightest hesitation. Ie discusses with them the various aspects of the interview and his appeal is very orceful and convincing.

# Pre-Interview Discussion with Fellow Candidates

Pran: Now all said and done, I feel this in-called personality test is a big hoax. I ust cannot understand how one can assess he true personality by posing some funny questions and getting all types of odd inswers.

Dhillon: Well, I suppose it is all one's uck, or shall I say fate? Why worry? If rout; stars are good, you will get selected, to matter how you answer the questions or or that matter even if you do not answer at ill. What do you say, Mr. Bhatia? I am sure rou will agree with me.

Bhatla: Well, friends, I feel we must look it this in a realistic as well as optimistic nanner. We have a definite goal and we are tere on a specific mission. Our aim is to get elected for the IAS. If we want to achieve his objective, we must approach the roblem with a positive attitude. There ippears to be no point in entertaining loubts, questioning the credibility of the echnique or displaying a fatalistic attitude.



We must face the interview with full confidence and get the best out of it. Whether we like it or not, the interview is very much there and if we wish to make to the IAS, we have to get through this interview or personality test with flying colours. There may be something called luck or fate, but fortune favours the brave. Personally, I believe in pluck rather than in luck.

Pran: What precisely do you mean by an optimistic outlook?

A thorough self-assessment will help you understand yourself sizing up your plus and minus points. This will, in due course, help you mould a positive attitude towards the interview, a more objective idea of how the Interview Board see you while going through your biodata. On self-appraisal, the interviewed should take every step to nurture his strong points and counteract the negative traits.

Bhatia. It means that you must feel and have the self-confidence that you can, and you will definitely, do well at the interview. You must have faith in your capacity. As you know, ultimately the man who wins is the man who thinks he can.

Pran: Well, I don't say that I have no self-confidence. I only pointed out that the interview cannot help in correctly deciphering one's personality. Even the trained psychiatrists find it difficult to

understand the complicated personality traits of their patients

Bhatia: Now dear Pran, the psychiatrists, as you correctly said, are concerned with patients who have problems. You will agree that we are not here as patients. What is more, such doubts and thanking, I am afraid, will interfere with one's preparation for the interview and vitally influence one's performance during the interview. Whether or not we believe in the usefulness of the interview, we cannot get away from the fact that the interview technique is now used for assessing the personality of the candidate for the IAS. Accepting this simple fact, you should prepare for the interview and do your best.

Raj: Mr. Bhatia I have a doubt. It is not very clear to me how exactly the questions and answers figuring in the interview could help in discovering the personality traits of an individual.

Bhatia: You see, the questions are framed in such a way that your leadership qualities can be gauged from the replies given by you. For example, such qualities like organising ability, dynamism, social adaptability, perseverance and so on, can be assessed from the answers given by the candidates.

Raj: Can you explain this further with some appropriate examples?

Bhatia: All right First, let me pose a question. Let us ask Mr. Pran first. Mr. Pran, if you get a holiday unexpectedly and the whole 24 hours are totally free and completely at your disposal, what would you do? I mean how would you make use of the unexpected holiday?

Pran: Well, I really don't plan things in advance and, in any case, you said it was an unexpected holiday. However, one thing I would certainly do I hate getting up early in the morning and I would like to stay in bed and sleep as much as I could. In other words, mostly I will relax in bed. In case I get bored, I may watch the TV or go to a movie.

Bhatia: Now, I would like to have your answer to the same question, Mr. Raj. What will you do with such an unexpected holiday?

Raj: You see, I am a cricket addict. If I get a holiday, as you say, I will at once get

### WINNING STRATEGY

constitutions on price of the production of the constitution of thinking process in a positive on the constitution of the cons

in touch with my friends and organise a cricket match.

Bhatla: Now friends, let us compare these two answers. The first answer shows that the speaker is not sure of his own mind. He has no priorities and says he cannot make up his mind. He admits that he does not plan in advance. Thus, when the opportunities arise, they will find him unprepared. Further, his answer indicates that he will be spending all, or most of his time alone in bed either sleeping or watching TV. He does not contemplate any other activity. He does not talk about his friends. The indications can be that the candidate is weak in the organisational and social spheres. On the other hand, the answer of Mr. Raj shows that his mind is firmly made up and that he will organise a cricket match with the cooperation of his friends. In other words, various leadership qualities can be found in his answer.

Dhillon: Yes, I agree with you. You are right that this interview can throw light on the personality traits of the candidate and thus serve the purpose quite all right. Thank you very much indeed for enlightening us on the subject. Lo I they are summoning you for the interview. We all wish you the best of luck.

Bhatia: Thank you friends and wish you all the same. (He proceeds to the interview room where, before making his entry, he gently taps on the door and obtains permission. He opens the door gently, walks in and closes the door without any noise. Thereafter, he walks up smartly towards the Chairman and comes to halt near the chair meant for the candidate. Standing to attention, he greets the Chairman and Members of the Board in a pleasant, cheerful and audible voice).

### The Interview

Bhatia: Good morning to you all, Sirs.
Chairman: Good morning to you,
Mr. Bhatia. Please take your seat.

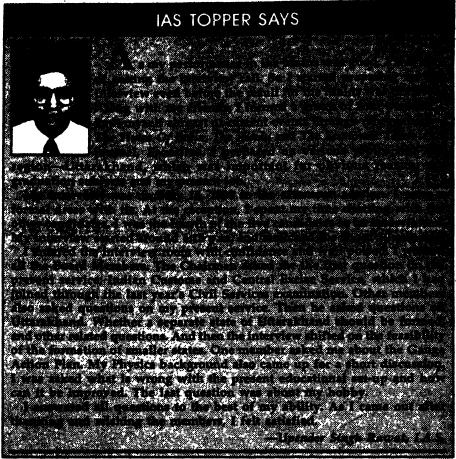
Bhatia: Thank you, Sir. (He sits down smartly, crossing his legs and keeping them close to the chair. His hands are resting on his lap and his back is in touch with the back rest of his chair. He remains in an attentive posture, keeping his eyes on the Chairman and awaiting the next move from the Board.)

Chairman: Mr. Bhatia, I see that you are not a native of Delhi. Is it your first visit to India's capital, or have you been here before? How do you like this city?

Bhatia: Sir, I have been here earlier on a few occasions. I was here once to participate in the National Cadet Corps meet and also to take part in the Republic Day celebrations and march past. I had also been here as a member of the excursion party from my college which visited Delhi and other places. I like this place very much. It is an interesting city with quite a few attractions for the tourists.

Chairman: What are the things which impressed you most in Delhi?

Bhatia: I found New Delhi to be a well planned and neat city with wide roads lined with shady as well as colourful trees. The sprawling Central Vista, with the Rashtrapati Bhavan at one end and the India



Gate at the other, is a lovely place with long, artificial lakes. Delhi has several historical monuments like the Qutab Minar, Red Fort, Jama Masjid, Humayun's Tomb, Jantar Mantar, Purana Qila and the like. The modern attractions are the Rashtrapati Bhavan, Birla Mandir, Nehru Museum, Raj Ghat, Shantivan, Birla House, etc. Of course, Connaught Place, Chandni Chowk and Ajmal Khan Road are the shopping attractions. We had been to Buddha Javanti Park, Nehru Park, Rail Museum, Air Force Museum and Ashoka Hotel. We were also taken to the Delhi Zoo. These are the things which immediately come to my mind. Oh yes, Sir. We also went to the Parliament House and witnessed the Lok Sabha in session.

Chairman: How did you visit the places you mentioned? Did you have company? Was it an expensive affair?

Bhatia: (Smiling) Oh, I had excellent company. During the visit, I did not have to spend anything for sightseeing. The trip was arranged by the NCC Directorate. A lovely luxury bus took 50 of us everywhere, and we also met the President and the Prime Minister. On the second occasion, when our college excursion party was, here, three of my friends and I hired cycles and went cycling. Cycling is my hobby and I love cycle treks, especially the long-distance ones with friends, extending to 4 to 5 days.

First Member: What is the longest distance you have covered on your cycle hikes?

Bhatia: I would say about 500 kilometres, Sir. I think we made it in 5 days. We went to Agra from Delhi on cycles and returned also on cycles. It took us two days to go and three days to return.

First Member: Why did it take one day extra for the return journey? Were you tired?

Bhatia: (Smiling) No, Sir. We went to Agra direct but, while returning, we made a detour. We went to Brindavan. Of course, while camping at Agra, we also made it to Fatehpur Sikri and back on cycles. We were so happy and the trip was so enjoyable that we never felt tired.

Comments: This candidate is energetic and dynamic. He displays strong urge, drive and motivation. He has a pleasing appearance and proves intelligent and imaginative. He appears well-informed and displays a positive attitude. He approaches a given problem with optimism and determination. He readily mixes with strangers and makes a strong and favourable impact on them with his pleasing manners. He is keen to help others and seeks out new opportunities on his own initiative. He has a flair for adventure and accepts reasonable risks with courage and fortitude. Above all, he is goaloriented and enjoys the ability to achieve results as a member of a team by collective effort and cooperation.

Second Member: Mr. Bhatia, what do you think of the increasing violence, indiscipline, strikes, hartals and agitations in the country? How do you account for them?

Bhatia: After 50 years of Independence, a social transformation is sweeping the country and the masses are becoming increasingly conscious of their rights. The

general elections have made the masses realise the supreme power of the ballot. Besides, more than the masses and the underprivileged, it is the vested interests, the disgruntled politicians, and the mafia who are sponsoring, organising and feeding the agitations and violence to serve their sectarian interests. The Assam agitation, Punjab agitation, Gujarat agitation, farmers' agitation and violence in the educational institutions are politically motivated and, in certain cases, the foreign hands may also be involved.

Second Member: Can you suggest some solutions to this problem?

\*\*Electric Second Seco and shun the agitational path. The elected Government must be given a chance to complete its full term. Above all, all right-minded citizens should back the elected Government in its efforts to tackle such agitations with a firm hand. Education will help to curb violence and agitation. All the publicity media should be pressed into service to infuse the youth with ideals of unity, sacrifice and service. Of course, the anti-social elements should be sternly dealt with. Parents have a special responsibility to discipline their children and make them serve the nation. The teachers have also an important role to play in containing this menace. Awareness, realisation of the danger and enlightenment—these are the answers to solve the problem.

Comments: The candidate reveals a high sense of responsibility and is fully conscious of his social obligations. He is sincere and earnest in his approach and examines the problem systematically in depth. He has the courage to express his conviction without fear or favour. In short, the candidate possesses good organising and planning ability and can be relied upon to overcome problems and difficulties successfully.

Third Member: There is a growing demand in the country, unfortunately supported by agitations and violence, for more and more reservations. But some feel reservations should be done away

with, What are your views on the subject?

Bratia: Sir, reservations, by their very nature, are short-term remedies. They cannot be perpetuated and should never be allowed to become permanent. The Constitution, when it was framed, provided for reservations only for the Scheduled Castes and Scheduled Tribes and that, too, just for ten years. But this is being extended indefinitely, mainly for the political expediency of capturing votes and winning elections. What is worse, the weapon of reservation has been extended indiscriminately to cover various communities and castes in the guise of backward classes. The aim is not to uplift the downtrodden but to capture votes. Our goal is a casteless society, but the reservations provision perpetuates class and caste divisions. I therefore, feel that the reservation provision should be modified. It should not be caste-oriented, but merit based. The present reservations system has done more harm than good, and must be imaginatively modified to help the downtrodden and economically weaker sections.

Comments: The candidate has taken a keen interest in the happenings which occur in various parts of the country. He has studied the issues in depth, analysed and digested the implications and merits of the conflicting arguments and issues. He has the capacity to grasp the essentials of the problem. Once again, he displays the courage and intellectual integrity to

speak out his mind and give vent to his honest views.

Fourth Member: Why does America think that it can force any

country to toe its line?

Bhatia: Because, militarily, America is the only super power today. There is no Soviet Union now and nations cannot turn to Russia to counter the American threat. Secondly, America is also the biggest economic giant and could intervene economically with a telling effect. Even China and Russia want American economic assistance. Further, America also wields considerable influence in the UN and, its agencies. It even bypassed the UN by deciding to bombard Kosovo along with other NATO powers. In East Timor also, it intervened effectively, though indirectly, through deployment of peace-keeping forces to protect the pro-independence East Timorese from the brutalities of pro-Indonesia militia. Besides, it also dominates IMF and World Bank, the two funding agencies at global level. Thus, America feels it can enforce its will on any nation.

Fourth Member: Wasn't the American military adventure in

Vietnam a great disaster?

Bhatia: You are right, Sir. But this adventure took place during the Cold War period. Vietnam could then get Soviet and Chinese

Fourth Member: Don't you think that the vast nuclear arsenal is the basic cause of American military superiority.



The Brilliant Ten who made it into the Top 25 in

IAS 1998











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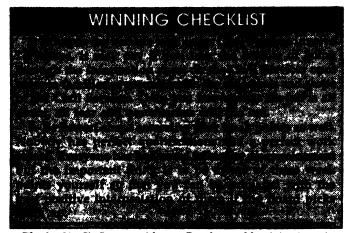


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Bhatia: Yes Sir, I agree with you. But the world opinion is against the use of nuclear weapons, especially against civilian population. America carnot hope to get away with another Hiroshima or Nagasaka.

Comments: The candidate has an excellent grip over current international events. He has studied the important issues in their full perspective. His approach is realistic. He is able to analyse the pros and cons in full depth and adduce logical reasons for his stand. He has succeeded in convincing his listeners with his sincere artitude and pragmatism.

Fifth Member: Mr. Bhatia, how would you explain National Democratic Alliance's debacle in 1999 Lok Sabha elections in Puniab and Uttar Pradesh and Assembly elections in Karnataka despite a

comfortable majority on All-India level?

Bhatia: To my mind Sir, it was mainly the in-fighting at state level which led to NDA's debacle; though other factors such as poor performance of state governments, dynastic hegemony (Punjab) had also adversial effect on the electoral fortunes of ruling parties. While in Punjab, the split in Akali ranks due to Tohra factor, led to the worst electoral reversal to the ruling SAD-BJP combine which had virtually to lick dust with just 3 seats as against a clean sweep in 1998 elections, the inordinate delay in forging an alliance with JD (U) in Karnataka due to strong opposition by BJP state unit to such an arrangement as also the vertical split in ruling Janta Dal, disillusioned the masses. Same is true of Uttar Pradesh where a sulking CM with the looming threat of ouster and denial of tickets to his "men", reportedly canvassed only for his "candidates" ignoring other constituencies.

Chairman: (Smiling) What happens if you are not selected for the IAS?

Bhatia: I will try again till I make it. I am absolutely confident that I will make it. Sir.

Chairman: Young man, I do appreciate your determination and keenness. But you must realise that the selection to the IAS depends on the merit list. If there are candidates who score higher marks than you, one can't stop them. I was, therefore, interested to know your other plans.

Bhatia: My goal is to serve the country and, according to me, the IAS is the best way to do so. The next best way is to join politics

and get elected as the Prime Minister. I can try that.

Chairman: Well, that is a good one. I wish you good luck in all your ventures, Mr. Bhatia. Now the interview is over. Good day to you.

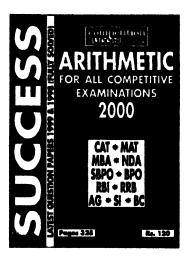
Bhatia: Thank you, Sirs and good day to you all. (He makes a

smart exit).

Summing up: This candidate is intelligent, imaginative, pleasant und cheerful. He has a friendly disposition and proves to be ready mixer. He possesses wide knowledge on national affairs too and makes sustained efforts to keep himself well informed. In the field of organisation, he can determine the priorities with speed, use the available resources to the best advantage and produce results. He is able to make up his mind readily and stand firm by his decisions. He enjoys good verbal facility and present his case with telling effect, and can carry his men with him. In dealing with others, he is flexible, adaptable and fully cooperative. He has a marked preference for outdoor life and adventure. He is eager to shoulder additional responsibilities and makes good use of the opportunities. With his keenness, urge, sincerity and high-level leadership attributes, this candidate, who radiates optimism and displays a positive bent of mind will prove to be a definite asset to the organisation. Selected with high placement, ranking and special recommendations.

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# Latest In General Knowledge



ITES: Information Technology Enabled Services

The Information Technology Enabled Services is a business where companies in the manpower starved countries outsource their peripheral services to companies in the countries with rich manpower. This is beneficial for both the parties. While the manpower starved countries can get their work done at the cost-effective charges, the countries rich in manpower can solve their unemployment problem at least partially, apart from generating revenue. ITES has offered opportunities for the Indian entrepreneurs in areas such as building cyber shops' forms processing, abstract preparation, transcription, back office operations, cyber classrooms, content development, insurance claims processing and customer relations management. According to the current estimates, though the ITES is worth a whopping \$500 billion n the world, India is currently dealing with just a small fraction of this business worth Rs. 1,000 crore, and employing close to 25,000 people. There is, however, a phenomenal growth in this sector and according to an estimate of the IT circles in the country, it could emerge into a Rs. 85,000 crore business by the year 2008, employing 10 to 15 lakh people.



, Air Force Day: The 67th anniversary of the Air Force Day was celebrated on October 8, 1999.

Gandhi Jayanti: Nation celebrated the 130th birth anniversary of the Father of the Nation Mahatma Gandhi on October 2, 1999

International Day of Older Persons: International Day of Older Persons was celebrated on October 1, 1999.

China's National Day: The 50th Anniversary of the founding of the People's Republic of China was celebrated on October 1, 1999.

World Tourism Day: The World Tourism Day was celebrated on September 27, 1999.



Chief Minister, Karnataka: Mr. S.M. Krishna was sworn in as the Chief Minister of Karnataka on October 11, 1999.

President, International Tribunal of the UN Convention of Law of the Sea: Former Union Law Secretary, Dr. P.C. Rao, a sitting

Judge of the International Tribunal of the UN Convention of Law of the Sea was elected the President of the tribunal on October 4, 1999. The tribunal deals with the maritime and sea disputes.

President, INS: Mrs. Shobha Subramanyan, the Managing Director of the Anand Bazar Patrika Group of Publications was elected President of the Indian Newspaper Society (INS) for 1999-2000 on September 20, 1999 succeeding Mr. Mammen Mathew of Malayala Manorama. Mrs. Subramanyan is also the chairperson of the United News of India (UNI).

Senior Air Staff Officer: Air Marshal S.S. Hussain Naqvi, who had sought reinstatement after resigning as the Deputy Chief of Air Staff was appointed as the Senior Air Staff Officer (SASO) at the Training Command, Bangalore on September 16, 1999.



The following six books have been shortlisted for Booker Prize 1999 :

Disgrace: The book is written by the South African writer, J.M. Coetzee, the winner of the Booker Prize for The Life and Times of Michael K. (1983). In Disgrace the author explores the complexities of the new South Africa and the dilemmas of accountability and responsibility it is dealing with, through a seemingly simple yet unsettling allegorical tale. David Lurie, a professor of English, had to leave Cape Town following a controversy over his relations with a student, which he declined to apologise for. After he retreated to his daughter Lucy's farm in eastern Cape, Lurie's life was further devastated when the farm was aftacked and Lucy raped.

Fasting, Feasting: The book is written by Mussoorie-born writer Anita Desai. It deals with the consumption and deprivation in two drastically varying cultures. Uma, a bit dimwitted and extremely clumsy, causes terrible grief to her parents, by failing to court a suitable or even unsuitable boy. The social and cultural lushness and life's ironies in India are contrasted in part two of the book, which concentrates on Uma's kid brother's student life in Massachusetts, US.

Our Fathers: This book is written by Andrew O'Hagan of Scotland. He is the youngest contender at the age of 31. The book is a sensitive portrayal of a Scottish childhood. The narrator, Jamesy Bawn, who is living in exile in England, in called back to his dying grandfather Hugh, living in his 24-storey housing block is Glasgow. The narrator rebuilds an alliance with his grandparents and in the process faces the



complexities of his relationship with his own father.

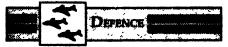
The Map of Love: The book is written by 49-year-old Egypt-born writer Ahdaf Soueif who is settled in England. The book deals with the cross-cultural turn-of-the-century exchanges and Egyptian nationalism of the 60s and 70s.

Headlong: The book is written by English writer Michael Frayn. An English Professor of Philosophy and an art lover, chances upon what he believes is a 16th century masterpiece by Pieter Bruegel, the Elder. With this discovery, he is obsessed and he frenetically researches the painter and makes elaborate plots to steal the treasure. In the process, he jeopardises his marriage and his carefully-balanced existence.

The Blackwater Lightship: This book is written by an Irish, Colin Toibin. The book is about Helen, a Dublin school teacher, who is compelled to spend time with her mother Lily and her grandmother Dora, following the information that her brother Declan is dying of Aids. The author explores the troubled relationship the females cope with as well as the dilemmas thrown up by Declan's homosexuality.



Law Commission: The Law Commission, headed by Justice Mr. B.P. Jeevan Reddy, in its 170th report on reforming electoral laws has recommended among a number of measures, a fixed five-year term for the Lok Sabha and the State Assemblies to ensure stability in the governance of the country. It has suggested the inclusion of a new rule 1998A in the Rules of Procedure and Conduct of Business for Lok Sabha to achieve this aim.



Akash Teat-fired: The multi-target surface-to-air missile with a range of 25 km, Akash was successfully test-fired from the Interim Test Range (ITR) at Chandipur-on-Sea about 15 km from Balasore in Orissa hitting an unmanned aircraft Lakshyu on October 5, 1999. Earlier, the missile was successfully testfired on September 30, 1999 when it hit Nishant, an unmanned aircraft vehicle flown earlier from the ITR with desired accuracy

Nishant Test-flown: The indigenously-built unmanned aircraft, Nishant was successfully test-flown from the Interim Test Range at Chandipur-on-Sea, about 15 km from Balasore, Orissa on September 29, 1999. Developed by the Defence Research and Development Organisation (DRDO), Nishant was designed to undertake discrete aerial surveillance of battlefields, including target acquisition. It was earlier test-flown on April 13, 1999



ECONOMIC SCENE



Inflation: The annual rate of inflation based on the wholesale price index (WPI), declined by 0.14 percentage points to 1.88 per cent (provisional) for the week ended September 25, 1999 from the previous week's 2.02 per cent (provisional). The drop was mainly on account of decline in prices of manufactured goods.

Decline In Domestic Crude Oil Production: According to a report published on September 29, 1909, domestic crude oil production has registered a negative growth of 0.6 per ceril during the first four months of the current fiscal compared to the corresponding period of 1998, even as the output of other major core sectors rose during the period Crude oil output stood at 10.98 million tonnes (mt) till July this year against 11.05 mt during the comparable period of 1998.

STAR and Zee Telefilms Partnership Ends: The partnership between News Corp's STAR is and Zee Telefilms Ltd (ZTL) was ended on September 24, 1999. STAR TV and Zee lelefilms in separate but simultaneous announcements declared that the STAR's entire 50 per cent stake in the Hong Kong-registered broadcasting company Asia Today Ltd. (ATL) as well as the 50 per cent stake in SitiCable and PATCO would be transferred to the Zee Telefilms Ltd. for a consideration of \$ 296.51 million. According to the agreement, STAR TV would be paid half the consideration in cash while the other half would be converted into equity in ZTL. The transaction would be subject to the approval of ZTL and the regulatory authorities like the RBI.

Gold Deposit Scheme: The guidelines for launching the Gold Deposit Scheme in the country was cleared by the RBI on October 5, 1999. The scheduled banks would accept gold deposits from individuals, companies, charitable and religious institutions only in scrap. Under the Gold Deposit Scheme, the banks will either issue

Prior approval of the RBI

Individual bents to be interest rate

Maturity period to range from \$ 10 years.

Banks to fix the initial lock-in period for the scheme

Premature payments after initial lock-in period

Loans against gold deposits

Incentives to the banks by the RBI

Government

a certificate or bond which will be transferable by endorsement and delivery. The subscribers of the scheme will be entitled to interest payments, "Banks will be free to fix their own interest rates on the Gold Deposit Scheme", said the RBI. The maturity range of the scheme will be from three to seven years with an initial lock-in period to be specified by each bank. The deposit will be repaid in the form of standard gold bar of 0.995 fineness or in rupees equivalent to the price of gold as on the date of maturity at the option of the depositors. The scheme which was announced by the Finance Minister, Mr. Yashwant Sinha, in the 1999-2000 Budget became operational by a notification on September 15, 1999. The RBI and the government have also given certain incentives to the banks to make the scheme operational.

ICICI—First Indian Firm Enlisted on NYSE: The Industrial Credit Investment Corp. of India (ICICI) on September 22, 1999 became the first Indian company to enlist on the New York Stock Exchange (NYSE) with American Depository Receipts (ADRs) at \$9.8 per ADR or at a 6.5 per cent premium to the five-day average closing price of the ICICI scrip on the domestic market. The ISSUE also attracted a final demand book of \$1.6 billion—an oversubscription of around 500 per cent

ONGC Profit: According to Mr. B.C. Bora Chairman and Managing Director of ONGC, September 21, 1999, the Oil and Natural Corporation has registered the highest ever profit of Rs. 2,754 crore during 1998-99 and declared a dividend of 55 per cent, The corporation produced 26,385 million metric tonnes of oil and sold 18,414 billion cubic metre of natural gas and achieved a gross revenue of Rs. 15,101 crore during the year. The total contribution to national and state exchequers by ONGC stood at a whopping Rs. 6,511.5 crore.



Honours And Awards

Nobel Prize for Medicine: German cell and molecular biologist Prof. Guenter Blobel won the 1999 Nobel Prize for Medicine on October 11, 1999 for his discovery that "proteins have intrinsic signals that govern their transport and localisation in the cell."

Gisela Bonn Award: Hanna Paulmann, a prominent member of German-India Friendship Society was presented the Gisela Bonn Award (Stuttgart: October 8, 1999) in recognition of his accomplishments and exemplary contribution in promoting Indian culture in Germany. Paulmann is the third recipient of the award instituted by the Indian Council of Cultural Relations (ICCR) 1999 in the memory of late journalist Gisela Bonn.

Indira Gandhi Award for National Integration: The former President, Dr. Shankar Dayal Sharma, was selected for Indira Gandhi Award for National Integration for the year 1998 on October 5, 1999. The award carries a citation and a cash component of Rs. 1.51 lakh.

Rajiv Gandhi Wildlife Conservation Awards: Mr. H.S. Panwar, founder Field Director of Kanha National Park, was presented the first Rajiv Gandhi Wildlife Conservation Award on October 4, 1999 while in the institution section, Worldwide Fund for Nature, India was conferred the award. The awards instituted by the Ministry and Environment and Forests, carry a trophy and a cash prize of Rs. 1 lakh.

U Thant Peace Prize: The Prime Minister of Nepal, Mr. Krishna Prasad Bhattarai, was awarded the U Thant Peace Prize for 1999 in recognition of his life-long commitment to peace and freedom. He was awarded the prize by the head of the Sri Chinmoy Centre International in New York on October 3, 1999.

B.M. Birla Award: Six scientists were selected for the B.M. Birla Award for Science for the year 1997 on September 22, 1999. Prof. T.N. Venkatramana of the Tata Institute of Fundamental Research (TIFR) Mumbai bagged the award for his outstanding research in the area of Number Theory, specifically the theory of Algebraic Groups and Discontinuous Groups. Among the other recipients of the award are Dr. Mohit Randeria also of TIFR, for his contributions in the area of condensed matter physics; Dr. Madan Rao, fellow in the Institute of Mathematical Sciences, Chennai, for his contribution in Statistical Mechanics and soft condensed matter Physics; Dr. Pratim Kumar Chettaraj, Professor, Indian Institute of Technology, Kharagpur, for his contribution to the study of Chemical Reaction Dynamics using Quantumapproaches Potential based and Dr. Shantanu Bhattacharya, Associate Professor, Indian Institute of Science, Bangalore, for his work in Organic Chemistry; Dr. Anil Grover, Reader, Delhi University (Biology), for his contribution to plant stress biology, biochemistry, molecular biology and biotechnology. The award, instituted by the B.M. Birla Science Centre, Hyderabad, carries a cash prize of Rs. 50,000 per subject.

World Food Prize: Dr. Walter Plowright of the United Kingdom was on September 22, 1999 awarded the prestigious \$250,000 World Food Prize, 40 years after he developed a vaccine to rid the world of rinderpest, one of the most lethal cattle diseases.

Jesse Owens Global Award: Mr. Nelson Mandela, the former President of South Africa, was presented the Jesse Owens Global Award in Johannesburg on September 22, 1999 in recognition of his efforts to promote peace and reconciliation through sport. A large gold and silver globe

depicting athletes from the ancient Greek sculptures was given by International Amateur Athletic Association (IAAA).

Jamnalal Bajaj International Award: Prof. Joseph Rotblat, a noted British nuclear physicist was selected for the Jamnalal Bajaj International Award on September 17, 1999 for promoting Gandhian values outside India. Among the other recipients of the awards are Mr. Narayan Desai of Sampoorna Kranti Vidyalaya, Surat, for his outstanding contribution in the field of constructive work; Dr. Ajoy Kumar Basu of Society for Rural Industrialisation, Ranchi, for the application of science and technology for the rural development while Ms. Saraswathi Gora of Atheist Centre, Vijayawada, was selected for Janakidevi Bajaj Award for the uplift and welfare of women and children. Each of the awards carries a citation, a trophy and a cash prize of Rs. 2 lakh.

Linda McCartney Memorial Award: The first-ever Linda McCartney Memorial Award was presented to Actress Pamela Anderson Lee on September 18, 1999 in recognition of her work including posing for a Times Square billboard, entitled "Give for the Cold Shoulder!", at the People for the Ethical Treatment of Animals Party of the Century and Humanitarian Awards ceremony in Los Angeles.

CSIR Technology Awards: The CSIR Technology Awards 1999 were presented to five laboratories at the 57th Foundation Day of the CSIR in New Delhi on September 26, 1999. The carbon group of National Physical Laboratory (NPL) bagged the award for the development of advanced carbon products having industrial, strategic and social importance. In the engineering technology, two teams-from the Central Road Research Institute (CRRI), Delhi and the Structural Engineering Research Centre (SERC), Chennai jointly won the award. (The CRRI has developed innovative ways to utilise flyash for the road and embankment construction while the SERC was awarded for the development of advanced computational methodologies and modelling techniques, which are recognised nationally and internationally.) The award for the biology sciences and technology was bagged by a team from the Central Institute of Medicinal and Aromatic Plant, Lucknow for the development of an early maturing variety of mint. In the chemical technology, a team of researchers from the Indian Institute of Petroleum, Dehradun and the Engineers India Ltd, Delhi was awarded for developing propane deasphalting of petroleum residues which is being used by several réfineries.

Shanti Swarup Bhatnagar Awards: Nine scientists were selected for Shanti Swarup Bhatnagar Awards—the nation's highest award for Science by the Council of Scientific and Industrial Research. Mr. V. Sampathkumaran and Mr. Sunil Mukhi from Tata Institute of Fundamental Research, Muthabai were selected to share the prize in physical sciences for their outstanding work on condensed matter physics and the string theory respectively. Mr. Siddhartha Roy of Bose Institute, Calcutta and Mr. V. Nagaraja from the Indian Institute of Science,

Bangalore were chosen for their contribution in studying gene expression in different systems. Mr. Ganesh Prasad Pandey of National Chemical Laboratory, Pune and Mr. Deb Shankar Ray, from Indian Association for the Cultivation of Science (IACS), Calcutta will share the award for their significant work in the organic synthesis and the spectroscopy respectively, in the field of chemical sciences while Mr. Narashimhan of the IISC was selected for the award in engineering sciences for his outstanding contribution in the field of fracture mechanics. The Delhi-based scientist, Mr. Rajeeva Laxman Kurandıkar from the Indian Statistical Institute was selected for the award in mathematical sciences for his work on the probability theory. Mr. Chintalagiri Mohan Rao of Hyderbad-based Centre for Cellular and Molecular Biology was selected for his work on cataract. No award was given for the earth sciences. Each award carries a citation, plaque and Rs. 1 lakh.

CSIR Young Scientists Awards: Three scientists including two women won the **CSIR Young Scientists Awards on September** 26, 1999. Ms. Suman Kumari Misra from the National Metallurgical Laboratory (NML) at Jamshedpur and Ms. K. Yamuna Rani from the Indian Institute of Chemical Technology (IICT), Hyderabad, shared the award in the field of engineering sciences. Ms. Misra's work has technological significance with respect to advanced ceramics and applied device fabrication while Ms. Yamuna Rani has contributed to control of chemical processes using selftuning control and neutral-network based control. Mr. Alok Dhawan from the Industrial Toxicology Research Centre (ITRC), Lucknow, was conferred the award in biological sciences. His work demonstrates that brain cells are also involved in metabolism of drugs and xenobiotics. Each award carries a citation, a plaque and Rs. 25,000.

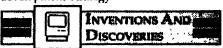
Great Patriot of India Award: The Election Commissioner, Mr. G.V.G. Krishnamurthy, was on September 26, 1999 presented the Great Patriot of India Award by the All India Conference of Intellectuals in recognition of the distinguised services rendered by him to the nation.

Murli M. Chigani Award: Space Commission Chairman and Secretary, Department of Space, Dr. K. Kasturirangan was presented the first Murli M. Chigani Award for excellence in applied physics on September 24, 1999. The award was given in recognition of his outstanding and multifaceted contribution to the Indian space programme in the last 30 years that saw the country attaining world class stature in sophisticated high technology area. Instituted recently by the Indian Physics Association (IPA) to be given biennially, the award carries a cash prize of Rs. 1 lakh, a citation and a gold medal.

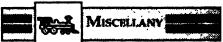
Lata Mangeshkar Award: Noted Playback Singer Asha Bhonsle was on September 28, 1999 selected for Lata Mangeshkar Award for 1998-99. The award given by the Maharashtra Government carries Rs. 1 lakh in cash and a citation.

Nobel Prize for Literature: The Germar novelist, Mr. Guenter Grass won the 1995 Nobel Prize for Literature on September 30, 1999 for his novel The Tin Drum. The Swedish Academy said in the citation that it had awarded the prize to Mr. Grass "whose frobesome black fables portray the forgotten face of history... When Guenter Grass published The Tin Drum in 1959, it was as if German literature had been granted a new beginning after decades of linguistic and moral destruction".

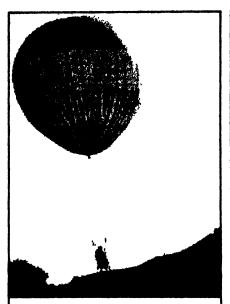
Right Livelihood Award: The 1999 Right Livelihood Award, often called an alternative Nobel Prize, was conferred on a Spaniard, a German and two organisations from Cuba and Colombia. The Swedish prize which carries 1.8 million Kronor (\$220,500) was shared by the Spanish lawyer, Mr. Juan Garces (for his efforts to extradite the former Chilean President Mr. Augusto Pinochet to Spain from London to face torture charges) and Dr. Hermann Scheer, founder of Eurosolar and a member of the German parliament, (for his work to promote solar energy worldwide and his exposure of political and institutional obstacles to the trend) while Grupo De Agriculture Organica of Cuba was awarded for development of organic agriculture on the communist-run island, which has helped Cuba in its efforts to overcome one of the most serious food crises in history, together with Programme for Consolidation of the Amazon Region, Colombia for its contribution to help indigenous people sustain their culture and conserve rainforests in a way which contrasts with conventional development strategy.



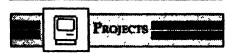
Dinosaur's Fossils Found: A fourmember team of geologists from Oil and Natural Gas Corporation (ONGC) has found dine saur bones and petrified tree trunks (believed to be the second oldest fossils in India) in Kutch in the State of Gujarat which may be over 178 million years old. The geologists Mr. K. Satharayana, Mr. D.K. Das Gupta, Mr. Alok Dave and Mr. K.K. Das who have published their findings in the scientific journal Current Science, discovered the fossils during a 12-day field study tour at Kaur Bet in Kutch, close to the Indo-Pakistan border.



India to Judge Commonwealth Writers' Prize; The Commonwealth Writers' Prize, given by the Commonwealth Foundation, London, will be judged and awarded in India for the first time. Its award ceremony and the literary events will be held in Delhi from April 10 to 14 in 2000. For this an organising committee which has been formed to look after the preparation for the ceremony will be chaired by writer-diplomat Mr. Pavan Verma and includes Prof. Alok Rai and Ms. Lima Iyengar among others.



A visitor trying the latest way to see the Great Wall of China at Badaling Pass in Beijing, riding on a balloon on October 3, 1999



Koyna Stage IV Project: The first unit of 4 x 250 MW underground power house of the Koyna State IV Project in the Sahyadri ranges in Western Maharashtra was, on October 3, 1999 inaugurated by the Maharashtra Chief Minister, Mr. Narayan Rane that marked the near-completion of the project which was conceived in 1968. The Rs. 1,200-crore World Bankaided project, said to be technologically the most advanced hydel project, is an engineering marvel constructed about 1.2 km inside a mountain at Alore village in the Konkan region. The project is the first to have four units of 250 MW each, a capacity of generating 280 MW and even picking to 315 MW, a micro-processor-based protector system, the use of power cables of evacuation and has an insulated switchgear protector.

Kaiga Nuclear Power Project: The indigenously-built second unit of the Kaiga Nuclear Power Project attained criticality at Kaiga (Karnataka) on September 24, 1999. The 220 MW second unit is expected to be synchronised with the grid in about four weeks.

Kaniminke Combined Cycle Power Project: According to a report published on September 22, 1999, the Central Electricity Authority (CEA) has given techno-economic approval to the Kaniminke Combined Cycle Power Project to be located on Bangalore-Mysore highway. Promoted by Peenya Power Company, the project is estimated to cost Rs. 390 crore.



Medicine for Arthritis: According to a report published on September 20, 1999, the first medicine in the world made from wild ants to treat rheumatoid arthritis has been licensed by China's state drug administration. The medicine developed by Dr. Wu Zhicheng at the Jinling Geriatric Hospital in Nanjing, capital of east China's Jiangxu province is now under trial production at a local factory.



Stunning Images from Chandra X-ray Observatory: NASA announced on September 28, 1999 that a neverbefore-seen ring of X-rays has beer discovered surrounding the heart of the massive crab Nebula in space. The ring was revealed by the twomonth-old Chandra X-ray observatory The finding, combined with other observations, may provide clues as to how a powerful neutron star provides energy to the Nebula. The crab Nebula located about 6,000 light years from Earth in the constellation Taurus, is the remnant of a star that was observed to explode in AD 1054.



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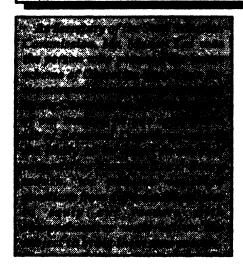
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### **Expected Questions**

# Objective General Knowledge

Madan Lal

Former Secretary, Staff Selection Commission, Government of India





The paper on General Knowledge or General Awareness or General Studies plays a pivotal role in the competitive examinations conducted by various boards for recruitment to public services. As the readers are, no doubt, aware, this feature has very extensive coverage of subjects. It covers Everyday Science, History, Economics, Geography, Political Science, Civics, Life Sciences, Current National and International Affairs/Events, Constitution of

India, Indian National Movement, and so on.

For the present issue, I have drawn up a test battery of 40 questions on "Biological Sciences". As an aid to proper and systematic preparation, the readers are advised to answer this test paper in one hour and then make a self-assessment of their performance with reference to the answers printed at the end of this feature. The following grades will help the readers for self-assessment:

- (i) Less than 30 per cent score-Poor
- (ii) 31 to 50 per cent score--Fair
- (iii) 51 to 65 per cent score—Good
- (iv) 66 to 80 per cent score-Very Good
- (v) Above 80 per cent score—Excellent

The aim of the readers should be to achieve a score of not less than 60 per cent.

In the next issue, a test battery of 100 questions on "Economics-Theory And General" will be drawn.

### **Biological Sciences**

- Q. 1. Who, amongst the following, introduced the term Chromatin and described the splitting of chromosomes for the first time?
  - (A) W. Flemming
- (B) C.E. McClung
- (C) T.H. Morgan
- (D) None of these
- Q. 2. Which of the following Vitamins promotes healthy functioning of eyes?
  - (A) Vitamin D
- (B) Vitamin E (D) Vitamin K
- (C) Vitamin A Q. 3. Who, amongst the following, described that protoplasm is the physical basis of life?
  - (A) Purkinje
- (B) Leeuwenhoek
- (C) R. Virchow (D) T.H. Huxley
- Q. 4. Which of the following is the latest advancement in Genetic Engineering?
  - (C) Plasmids
  - (A) DNA synthesis (B) Gene splicing (D) None of these
- Q. 5. High intake of which of the following is regarded as the main cause of heart diseases?
  - (A) Cholesterol
- (B) Proteins
- (C) Starch (D) Sugar Q. 6. The process by which sun rays
- get converted into chemical energy is called
- (A) Solar absorption (B) Bio-conversion (C) Bio-synthesis (D) Solar radiation
- Q. 7. Which one of the following is hermaphrodite?
  - (A) Bedbug
- (B) Hookworm
- (C) Mosquito (D) Earthworm Q. 8. Through which of the following are
- hereditary characters transmitted from one generation to another?
  - (A) Endophlamic reticulum
  - (B) Chromosomes

- (C) Mitochondria
- (D) None of these
- Q. 9. Which of the following is the largest part of the human brain?
  - (A) Cerebellum (B) Cerebrum
  - (C) Midbrain (D) Medulla oblongata
- Q. 10. The word ecosystem was first coined by
  - (A) A.G. Tansley (B) R. Misra
  - (C) E.P. Odum
  - (D) Weaver and Clements
- Q. 11. Which one of the following factors
  - (A) Texture of soil
  - (B) Carbon dioxide content of the soil
  - (C) Rainfall
  - (D) Photoperiod
- Q. 12. In an ecosystem, big fishes eat small fishes which eat water-fleas supported by Phytoplankton. The water-fleas in this system are
  - (A) Primary Consumers
  - (B) Secondary Consumers
  - (C) Producers
  - (D) Decomposers
- Q. 13. In a polluted lake the index of pollution is
  - (A) Frog
- (B) Algae
- (C) Daphnia (D) Aquetic weeds Q. 14. The scientist who decoded the language of bees was
  - (A) William Harvey (B) R. Kock
- (D) Karl Von Frisch (C) Synodgrass Q. 15. The insects which are highly destructive to building and wooden
- structures are (A) Weevils
- (B) Cockroach and Ants
- (C) Corn borer
- (D) Termites

- Q. 16. From which part of the plant is cotton fibre derived?
  - (A) Bark of stem
- (B) Phloem
- (C) Epidermal hairs of seed (D) Xylem
- Q. 17. Some plants are carnivorous. Which of the following is of that type?
  - (A) Begonia
- (B) Pitcher plant
  - (C) Sundew
- (D) Water lily
- Q. 18. Which of the following is correctly matched?
  - (A) Apple—Drupe (B) Banana—Berry
  - (C) Mango-Berry (D) Tomato-Pome
- Q. 19. Which of the following is an epiphytic plant? (B) Mushroom (A) Bacteria
  - (C) Mould
- (D) Orchid
- Q. 20. The name of the plant from which castor oil is obtained is
  - (A) Brassica
  - (B) Linumusitatissmum
- (C) Ricinus communis
- (D) Seasanum indicus
- Q. 21. Protein synthesis takes place in
- (A) Ribosomes
- (B) Plastids
- (C) Mitochondria (D) Lysosomes
- Q. 22. Which of the following is the first phase of mitotic division?
  - (A) Anaphase (C) Prophase
- (B) Metaphase
- (D) Telophase Q. 23. Which of the following branches of science is concerned with the classification of organisms?
  - (A) Agronomy
- (B) Genealogy

- (C) Histology (D) Taxonomy
  Q. 24. For his studies on hybridisation, Gregor Mendel made use of
  - (A) Cowpeas
- (B) Gardenpeas
- (C) Sweetpeas
- (D) Winged beans

Q. 25. In many plants the tap root becomes swollen and assumes various forms. This happens due to

(A) Deficiency of mineral nutrients

(B) Inadequate sunlight for photosynthesis

(C) The storage of food in the root

(D) A disease

Q. 26. When the shape of the primary root in a plant becomes limost spherical and tapers abruptly downward, it is termed as
(A) Conical (B) Fusiform (C) Napiform (D) Tuberous

(C) Napiform (D) Tuberous Q. 27. Which of the following kinds of cells in the human blood have the longest life span?

(A) Basophil (B) Erythrocyte (C) Neutrophil (D) Platelets Q. 28. The kind of cells in the human blood which perform the unction of transporters of gases is

(A) Basophil (B) Eosinophil (C) Erythrocyte (D) Neutrophil Q. 29. The kind of cells in human blood called 'Lymphocyte' perform the function of

(A) Formation of antibodies

(B) Liberation of thrombo-plastin which causes blood clotting

(C) Transportation of gases

(D) No known function is performed by these cells

Q. 30. In which of the following human organs does fat consumed gets broken down into fatty acids and glycerol?

(A) Duodenum (B) Oesophagus (C) Stomach (D) Small intestine Q. 31. When the level of bile pigments increases in the plasma which of the following is/are stained yellow (called jaundice)?

(A) White of the eye only (C) Both (A) and (B) above

(B) Mucus membranes and skin

(D) None of these

Q. 32. Metabolic processes yield substances which are harmful to he body. These are rendered harmless in the (A) Small intestine (B) Liver (C) Pancreas (D) Stomach

Q. 33. Histiocytes and lymphocytes perform which of the ollowing functions in the body?

(A) Constrict or dilate the walls of blood vessels and prevent coagulation of blood respectively

(R) Synthesise antibodies

(C) Ingest cell debris, bacteria and foreign matter

(D) Produce fibres and matrix respectively

Q. 34. The number of major groups of epithelia is (A) Two (B) Three (C) Four (D) (B) Three

(D) Five Q. 35. Of how many distinct layers of epithelial cells is epidermis

nade up of? (A) 2

Q. 36. The lowermost layer of epithelial cells of the epidermis is alled

(A) Corneum (B) Granulosum (C) Lucidum (D) Malpighian

Q. 37. The dermis has skin pigment cells called

(A) Dendrites (B) Erythrocytes (C) Melanocytes (D) Monocytes Q. 38. The skin has various types of epidermal and dermal Modifications, in different vertebrates. In this regard, which of the ollowing statements in not correct?

(A) Birds have feathers

(B) The skin of reptiles and fishes is naked but is kept moist with mucus secretion

(C) Nails, hooves, antlers, horns, claws are examples of skin derivates

(D) Mammals have hair

Q. 39. The epidermis is made up of four distinct layers of epithelial ells. From the innermost to the outermost position, the correct equence of these layers is

(A) Malpighian, Granulosum, Lucidum, Corneum

(B) Corneum, Granulosum, Lucidum, Malpighian

(C) Granulosum, Lucidum, Malpighian, Corneum

(D) Lucidum, Corneum, Malpighian, Granulosum

Q. 40. The nerve endings in the skin carry the sensations of

(A) Cold and heat only

(B) Touch only

(C) Pain and pressure only

(D) All of these

ANSWERS					
J. (A)	2. (C)	3. (D)	4. (B)	5. (A)	6. (B)
7. (D)	8. (B)	9. (B)	10. (A)	11. (B)	12. (A)
13. (C)	14. (D)	15. (D)	16. (C)	17. (D)	18. (B)
19. (D)	20. (C)	21. (A)	22. (C)	23. (D)	24. (B)
25. (C)	26. (C)	27. (B)	28. (C)	29. (A)	30. (D)
31. (C)	32. (3)	33. (C)	34. (A)	35. (C)	36. (D)
37. (C)	38. (B)	39. (A)	40. (D)		` .

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### And Now

# Super Brain Awards Super Personality Awards

It was indeed a mindblowing extravaganza that saw the rallying point of India's brains and beauties at the CSR Awards ceremony at the Convention Hall of the Ashok Hotel in New Delhi on the glittering evening of February 14, 1999.

It goes to the credit of CSR to have assembled under one aegis a rich mosaic of India's beauties and brains, a feat never before accomplished by any other organisation, government, private or voluntary.

While Nobel Laureate and Bharat Ratna, Prof. Amartya Sen won the prestigious CSR Man of the Year Award, eminent journalists, educationists and, intellectuals Mr. Justice P.B. Sawant, Chairman, Press Council of India, Prof. V.R. Mehta, Vice-Chancellor, University of Delhi, Prof. P.K. Dave, Director All India Institute of Medical Sciences, New Delhi, Mr. Virender Mohan, Editor-in-Chief, United News of India and Mr. Joginder Singh, former CBI Director bagged the Super Brain of India Awards. Besides Film, TV, and stage personalities Kumar Sanu, Mamta Kulkarni, Varsha Usgaonkar, Satish Kaushik, Anand Raj Anand, Penaz Masani, Bhupinder Chawla 'Bhupi', Bali Brahmabhatt, Divya Chauhan, Sapna Awasthi, Raju Manwani and Vikas Bhalla, the celebrities from the world of entertainment walked off with the Super Personality of India Awards.

For CSR the evening of February 14, 1999 was also a fascinating rendezvous with the future of India-the youth fired with a mission to change the course of events for the better. While Ms. Abhijita Kulshrestha and Mr. Arnav Medhi wrested the Super Brain Youth Awards, Ms. Purva Merchant and Mr. Iqbal Wani bagged the Super Personality Youth Awards.

The Super Brain Super Personality Contest 2000, open to all citizens of India in the age group of 20 - 27 as on June 1, 1999, will be conducted in two stages. As part of Stage I, there will be a Super Brain Essay Contest every month. Four new topics for the Essay Contest will be announced. The candidates will write an essay on any one of the following topics.

SIXTH	SUPER BRAIN ESSAY CONTEST 2000
olcs	(i) What We Have Not Learnt Since independence     (ii) Need For Transparency in Public Administration     (iii) The Sooner We Get Rid Of Public Sector, The Better it is     For Indian Economy     (iv) Time is Money
t Prize	: Intellectual Trophy of the Month (Three Days/Two Nights

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As suggested by most of you, there will be four First Prize Winners every month. In other words, four essays on four different topics will be chosen for the Four First Prizes. In each contest will thus emerge four Intellectuals. All the four first prize winning essays will be published in CSR. The duration of the Contest will be six months.

At the conclusion of the 6-month Essay Contest, all the 24 prize winners will be sent a General Knowledge Paper (Descriptive Type) as the second part of the Stage I of the Contest. On the basis of the evaluation of the answers of the General Knowledge Paper, there would be a final selection of 12 contestants out of the 24.

As part of the Stage II of the Contest, all the 12 finalists will be invited to participate in the Super Brain Youth Contest 2000, to be held in New Delhi in February/March, 2000. The second stage of the Contest will comprise the following three phases: (i) A Short Essay Writing contest on a given topic. (Maximum marks 100); (ii) Personality Assessment, Group Discussion, Interview, etc. (Maximum marks 100); and (iii) General Knowledge round. (Maximum marks 100).

The General Knowledge and Extempore Speech rounds will take place before a large gathering of invited guests.

On the basis of the performance of the second stage of the Contest, the panel of judges will select Super Brain 2000. •Two Runners-up (I and II) will also be selected.

Winners of Super Brain Youth Awards will get many other prizes in addition to a Return Ticket to LONDON, Super Brain Trophy and a Gold Medal. There will be a lot of other prizes and surprises for winners.

THERE IS NO ENTRY FEE. Entries for Essays should not exceed 2000 words and should be typed double-spaced on one side of the paper and must be accompanied by latest (1) passport size (bust) and (2) full-length black and white photographs. Photographs should be taken in formal dress, i.e., men wearing a sult/shirt with tie and women wearing a blouse and saree/top and sidrt/ salwar kameez as if appearing for an interview/Personality Test. Name, address and telephone number (along with STD Code) of the contributor along with blodata must be written on the first page of the entry and only name on the back of the photograph. Do not write anything, or sign or affix rubber stamp on the front of the photograph. Mutilated or old photographs will not be accepted. Handwritten entries or entries without photographs and incomplete biodata will not be considered. All entries received will be the exclusive property of Competition Success Review. Only original essays will be considered. The contributor will be solely responsible for any violation of the Copyright Act where the material submitted for the Contest is not original. Editor's decision will be final and hinding. Prizes can be substituted. No correspondence will be entertained in this regard. Entries should be marked "CSR Super Brain Contest 6" and addressed to Competition Review Pvt. Ltd., 604 Prabhat Kiran, Rajendra Place, New Delhi-110 008. Last date for receiving the entries for the Sixth Super Brain Essay Contest 2000 is November 30, 1999.



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# **Questions And Answers From**The BBC World TV Quiz Game

Competition Success Review has been serialising selected questions from the BBC book: The Complete Mastermind. Now we are proud of serialising another book—BBC Mastermind India, edited and compiled by India's ace quiz master Siddhartha Basu. CSR hopes that its readers from all over India will find the series useful not only in various competitive examinations but also in widening the horizons of their awareness about India and the world.

- Which Indian king did the ancient Greeks refer to as Sandrocottus?
- 2. In Hindu mythology, who is also called Halayudha, from the plough which he wielded as a weapon?
- 3. Which modern city was founded by the generals of Emperor Akbar as the Mughal capital of the Bengal province in 1608?
- 4. Which Indian litterateur was conferred the title of honorary Commander of the British Empire in 1992?
- 5. Which Kushan king presided over the fourth Buddhist Council, held in Kashmir, where it split into the Mahayana and Hinayana sects?
- 6. According to Hindu myth, who was the first man to die?
- 7. By what name was Abhas Kumar Ganguly known in the world of Indian cinema?
- 8. Which element discovered in 1950, is named after a university town in California where it was discovered?
- What name is given to a professional who analyses election trends and predicts results?

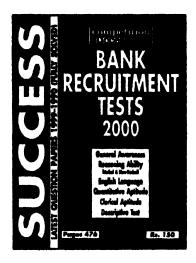
- 10. What is the name of the Indian-Navy's first indigenous missile boat?
- 11. From the abbreviation of which term did the vehicle name 'Jeep' come about?
- 12. In Indian musical terminology, what is the feminine of Raga?
- 13. Which city in Pakistan was called Lyallpur until 1979?
- 14. What name was given to the first series of satellites launched in 1957 by the erstwhile Soviet Union?
- 15. What wartime phrase for a subversive operation, was popularised by General Emilio Mola during the Spanish Civil War in 1937?
- 16. In which Indian State would you come across tribes called Lthas, Zeliangs, Kukis and Angamas?
- 17. The people of which country are known as Magyars?
- 18. In 1875, which revivalist body was founded by Swami Dayanand Saraswati, at Rajghat in Saurashtra?
- 19. Gandhiji's Satyagraha Ashram in Gujarat is situated on the banks of which river?
- 20. In 1957, which Indian film was nominated for an Oscar as the best Foreign Language film?

#### ANSWERS

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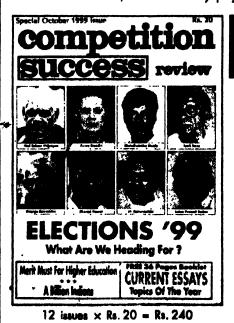
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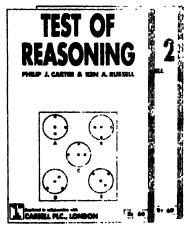
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#### [18:6] months Post-Graduate Diploma in Global Management (PGDGM), comprising of Theory +. Supervised Work Experience (for Graduates)

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The programme attempts a fulfill the indie to a quivenent of a melite 'Advertising and Communication Profe sciental' - a professional who is countly comfortable in both business howes and creative agencies of visconnent. It synergises these two classically distinct areas of a twoty. In addition to the benefit of endorsement from companies like Contract Advertising (In itia). Ltd., Enterprise News and Genesis Film Production and talky of an attached as interns. EMPI's vast international network occurrences to develop global vision through

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## **Letters**

#### A CAREER MOULDER

Spanish to glade of account 11 are been splected for the Indian Administrative Service on the basis of the modified result of the Civil Services Examination released by the USSC on August 21 (1999) My rank in the near total of the Parish of the Parish of the 22 (1999) as placed at 272 in not 1 (1)

I now to say his processed with the comparison one series, we for the first 13 years. My issociation with this inagazine is coffect of in involvance protocolation in the essay emission of 2000 point and senior organised by year Costocolator. SR that I have been able to sleepe and retine my thoughts and expression.

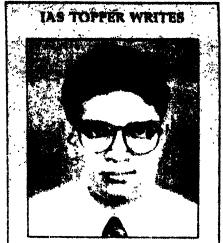
Evish (5.2) family all the best of its noble mission of purpasing the comparing a purints to compete method (5.3) server (5.3) amounting European (5.3). (5.4) Adulta J. Agudusti.

#### A MALIC NANT NEIGHBOUR

Barbara Bergara best Calcimi append to be associately special CSR finder the covalue of bound General Rain Jesig The Chepton to tenggeneris of the critical an indiced superboin exposing the modifiety of air 57 year of Longhbour, Fakistan, After itt, it so it e om identy Smer its very seed, on the big soot terribation theory. Palistan has allow been including in the chety is me of it for district an invity and hetep his oxide mass in division respect for its mother state. In his other it has been costing rechlems for its by suppring a price was since the late 1980s in familia and Sashmorta cadicular and eisewhere But the ultimate list, would be Pikistan its 3. Only Continues, what she goined there its recent harmflow into entury. Bet and any depart reposition change als line of non-sector have or a sexulteris, neighborn ¶edia) thy poor Pokistan we ublibe oradpic organity of concerning inforce Aujon Buattecharger

#### POPULATION EXPLOSION

The motivation incosures suggested by you to accept the apid growth of our galloping population by extending facilities to people who remain celebate or stick to one child norm too high tible (CSR October 90) but those chapted in a contact by giving tax robot both in tion in the individual by giving tax robot both in tion in the individual beat feet specialist treatment and free education up to post production to the confections of the cold dates for, a Special Produced Citizent in a be issued entitling free entry in various to the observable ones such as hidepes dence Oay in a Sepubliniant fax at



CSR is no doubt the most read competitive English magazine. I used to read it much before I started preparing for the Civil Services evamination. It definitely helped me to have a good grasp of the pattern of examination as also the Lell-tale experiences of the previous toppers. The information it gave about optionals was really helpful. Credit goes to the CSR for providing material not only for compulsory subjects (General Studies and Essays) but also for different optionals.

Through the columns of CSR, I wish all its readers success not only in competitive examinations but also throughout their life.

Dehradun - Upender Singh Rawat, IAS (Ultar Prodesh)

subject, of course, to ventication of their antecedents from a unity angle. Further subject to their consent and health such people may be appointed Special Police Officers to keep haison between pelice and the public. This would chear a position of respect for them and would good others to follow suit.

As regards penal action against the poor violating two child norm, your suggestions are really commendable but as you rightly said, the vote bank polities would be a great stumbling block for every party because no variety would like to less its vote bank. See 1936.

#### FOUCATION—THE BEST CONTRACEPTIVE

We are one citizen as I then Indians', a S.R. October, 190 be an 4 mo could not eradicate illiteracy over other 12 coars of self rule. Lack of political will and paucity of finds are main reasons why India is having

920 million non-matriculates. Teaching them would need Rs. 2760 billion as Rs. 3000 per student per year is the state expenditure in Government schools.

This work can be done free of cost at least in Hindi speaking areas by starting one satellite education TV channel which can cover all curriculum up to class 10 in the best possible way twice a year on a fixed time schedule. By taking note of Kerala's experiment, one can safely say that literacy is the best contraceptive to check unbridled population growth.

Gealer (Madhya Pradesh) Dr. Alok Sharma

#### CSR SHOWS THE WAY

I am pleased to intimate you that I have achieved success in the Combined Defence Services Examination, October, 1998. I have also cleared S.S.B. interview successfully and got selected in Officers Training Academy, Chennai My UPSC Roll No. is 31961. I must action the credit for my success in the above exam goes, to a large extent, to CSR family for helping me in my preparations. I wish all the readers the very best in their endeavour for success.

Allahabad Ajuy Dhurmraj Singh

#### A MORALE BOOSTER

I take this opportunity to thank you for the support provided to me in the form of Competition Success Recieve and General Enowledge Teday. I became a subscriber to these magazines in 1996, since I wanted to appear for my IAS exam. I was also preparing for my Chartered Accountancy exam Your magazine proved to be a morale booster and despite some personal problems I was able to clear my CA exam. in 1997-98 at an early age of 22.

Your columns, especially "From Editor With Greetings" instilled a lot of confidence in me. Though I have not appeared for my IAS exam yet, I'm planning to do so in the next year. Today because of hard work and proper planning, I'm financially well-off and even though I'm extremely busy with my work and social functions, I still manage to take out time for reading CSR and GKT. Remember "Will Power".

I hope you will continue to provide the same (or may be better, if possible) services in future too to all the aspirants to various competitive examinations including Civil Services. I'm confident that with the same dedication and guidance provided by your twin magazines, I'll be able to make up to the IAS too.

Mumbai (Maharashtra) Gulab A. Singh

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### Persons And Places In News

Ţij.

Atal Behari Vajpayee: The Prime Minister of India whose coalition

government was abruptly toppled by just one vote following withdrawal of support by BJP ally Ms. J. Jayalalitha of AIADMK after 13 months rule, secured the people's verdict to retain the Prime Ministerial post. Under Mr. Vajpayee's leader-



ship, the BJP-led National Democratic Alliance won a comfortable majority in the 13th Lok Sabha. He took oath of office along with his Council of Ministers on October 13, 1999.

Quenter Grass: The 71-year-old German novelist won the 1999 Nobel Prize for Literature on September 30, 1999 for his novel "The Tin Drum". He is the seventh German to win the coveted prize and the last literature laureate of Nobel Prize of the 20th century. The Swedish Academy said in its citation that "when Guenter Grass published The Tin Drum in 1959, it was as if German literature had been granted a new beginning after decades of linguistic and combining destruction." By moral naturalistic detail with fantastical images and events, Mr. Guenter Grass established his reputation with The Tin Drum, Cat and Mouse and Dog Years, published between 1959 and 1963. Collectively known as The Danzing Trilogy, the novels captured the German reaction to the rise of Nazism, the horrors of war and the guilt that lingered in the aftermath of Adolf Hitler's regime. "The Tin Drum" drew attention not only to Grass' poignant and bizarre sense of humour, but also focussed attention on the anguish of war and the social and political problems the then West Germany faced before re-unification. His most recent book Mein Jahrhundert (My Century), published in 1999, is an attempt to summarise and make sense of the entire 20th century.

Hosni Mubarak: The 71-year-old Egyptian President was re-elected on September 27, 1999 for a fourth consecutive six-year term with a massive verdict (94% votes). A leading voice in the Arab world and a prominent leader of the Non-Aligned Movement, Mr. Mubarak has been the President since his predecessor Anwar Sadat was assassinated by militants in October 1981. He is known as "the man of achievement" and a leader who has worked hard to improve the nation's economy and living conditions.

Shobha Subramanyan: The Managing Director of the Anand Bazar Patrika Group

of Publications, (ABP) was elected President of the Indian Newspaper Society (INS) for 1999-2000 (Bangalore: September 20; 1999.) succeeding Mr. Mammen Mathew of Malayala Manorma. A graduate from Calcutta University, she joined ABP Group in 1979

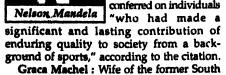


and rose to become its Managing Director in August, 1999. She is also the Chairperson of United News of India (UNI) and a member of the Asian Committee of IFRA, the Germany-based international newspaper association.

Madhurima Reddy: A 14-year-old girl from Anantpur, a small town in Andhra Pradesh who developed bio-pesticide from custard apple seeds, won the third prize in the bio-chemistry category at the International Science and Engineering Fair (ISEF '99) in Philadelphia (USA). Madhurima Reddy, one of the four students (between age 14 and 18) representing India at the ISEF '99, received felicitations and a scholarship for further research to develop her project. Her discovery is a boon for cotton farmers in India who often suffer from corp failure due to pests.

Nelson Mandela: The 81-year-old South African former President received the

Jesse Owens Global
Award (Johannesburg
September 22, 1999)
from International
Amateur Athletic Association in recognition
of his efforts to promote peace and
reconciliation through
sport. The award is
conferred on individuals



African President, Mr. Nelson Mandela, she was elected the first black Chancellor of the University of Cape Town, one of the oldest white-oriented campuses in South Africa. Known for her crusade for children's rights, she succeeds mining magnate Harry



Oppenheimer, who held the post from 1967 to 1996.

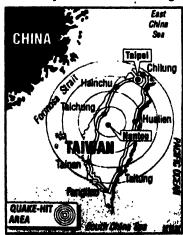
G.V.G. Krishnamurthy: The Election Commissioner was presented the Gree Patriot of India Award by the All India Conference of Intellectuals (New Delhi September 26, 1999) in recognition of the distinguished services rendered by him Mr. Krishnamurthy retired on Sep. 30, 1995 after a six-year stint.

Ali Abdullah Saleh: The President of Yemen was re-elected with a sweeping victory with 96.3 per cent of the vote in the country's first direct presidential elections. Mr. Ali Abdullah Saleh's challenger, Mr. Najib Qahtan al-Shaabi, a member of Mr. Saleh's General People's Congress Party who contested as an independent on September 23, 1999, got only 3.7 per cent of the votes.

Kapil Dev: The former skipper of the Indian cricket team that clinched the World Cup in 1983, was appointed the national coach of Indian cricket team on September 21, 1999 for two years, departing from the existing one-year term for national coaches. This was done at Kapil Dev's request. He is world's highest Test wickettaker (434 wickets).



Taiwan: A massive earthquake measuring 7.6 on Richter Scale rocked Taiwan on September 21, 1999 killing more



than 1,600 people and injuring over 3,000 people.

Katchal Island (Port Blair): The site located off Campbellbay, South of Port Blair in India, will see the first sun-rise of January 1, 2000, according to the Royal Greenwich observatory. The Union Tourism Ministry and the Andaman and Nicobar Island's administration are making special arrangements to make the next millennium's first sun rise event a mega global tourist attraction.



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# **SPORTS** ROUND-UP



SAF GAMES

SAF Games: The Eighth SAF Games (September 25-October 4, 1999) were inaugurated at Kathmandu by King



Medals Tally				
	G	S	В	T
india	102	58	37	197
Nepai	31	10	24	65
Salanta	16	42	6 i	119
Pakistan	10	36	31	77
Manglade o	2	10	39	48
Bio tan	- 1	t	9	16
Maldiv -	0	11	4	4
Total	162	162	202	526

Borendra Bir Bil rain Shah Dez el Nepal. As bitherio India not hold the repoposition command 197 medals including 102 gold I, add c.s. Comta Ra vot india bagged three gold micdals in 19 (a)) cieties at 34 n lautes 38 72 seconds breaking che no oca er 35 12 ct. et la Soci unka's Sujeewa Nilmane in 15to on to soit 1995 and as a passing the previous record (1.49) 65 see, als a distinct and atriot Rosa Kntty, in 5000 and the aid for the second and the old mark



Indian tomen vone wall player Sato in Xabiour holding her got briefelt along with her tremplates And Jacob and P. Karliffer wear meeting See Lank call the SALA, times 91 October 3 1994

was held by Madhuri Saxena at 16:34.51. Nisha Millet, India's Best Sportswoman in 5th National Games (Imphal: February, 1999) won seven gold medals in various swimming events breaking five records including that of her compatriot Bula Choudhary's 29.29 seconds in 50m freestyle set at Colombo in 1991, by timing 28.71 seconds.

In Volleyball, India clinched both

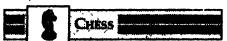


the men's and women's titles. India retained the men's title defeating Pakistan 25-19, 25-17, 25-18 while its women's team won the gold beating Sri Lankans 25-21, 21-25, 25-16, 25-15. In Boxing, Asian Games bantamweight gold-medalist N.G. Dingko Singh won the gold beating Bahadur Hari of Nepal. In this category, Indian pugilists bagged six of the 12 gold medals at stake on the concluding day of the boxing events on September 30, 1999. In Weightlifting, Indian weight-lifters clinched all the eight titles on offer. In Table Tennis too, India won both men's and women's golds, beating their Pakistani counterparts by a 3-0 margin in the finals. In Football, Bangladesh clinched the gold defeating Nepal 1-0, while holders India had to-be content with a bronze by beating Maldives 3-1. In women's Taekwondo, India broke Nepal's dominance with G. Malmi clinching the heavyweight gold.

The 9th SAF Games will be held in Peshawar, Pakistan in 2000.



Yonex German Open: Xia Xianze of China clinched the Yonex German Open badminton championship title deteating P Gopi Chand of India 3-15, 15-13, 4-15 in Duisburg, Germany on October 11, 1999.



World Junior Chess Championship: Grandmaster Alexander Gatkin of Russia won the 37th World Junior Chess Championship title in boys' category defeating Bakhtadze Giorge of Georgia in Yerevan on September 30, 1999. In the girls' category, Maria Kouvetsou of Greece clinched the title on better tie-break after four players were tied at 8.5 points. Apart from Kouvetsou, the players who were tied at 8.5 points were Irish Krish of the US, Jana Jackova of the Czech Republic and Vazda Szidonia of Romania.

Asian Junior Chess Championship: India's National A champion Krishnan Sasikiran won the Asian Junior Chess Championships at Vung Tau City in Vietnam on September 24, 1999 Sasikiran and Hafizulhimi of Malaysia were locked in a close battle with 7.5 points each but the Malaysian was stunned by Ehsan Ghaen Maghami of Iran (5.5 points) while the promising Filipino Laylo Darwin won his game to finish behind Saukiran. In the girls section, Wang Yo of China became the Asian girls champion defeating Nguyen Thi Dung of Vietnam.

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i.C Cup: South Africa clinched the LG Cup defeating India by 24 runs in the quadrangular one-day tournament in Nairobi in October 3, 1999. South Africa-235/9; India-209. Man of the Match--Herschelle Gibbs; Man of the Series--Vijay Chardwaj (India).

ANC Cup: India clinched the inaugural DMC Cup One-July international Cricket tournament beating West Indies 3 for foronto, Canada on September 14, 1999. Man of the Certes Souray Ganguly.

and manufact Cricket tournament defeating West Indies 3-0 at Torosto, Canada on September 29, 1999.



Kyder Cup: USA, with 10 of the world's 16 top-ranked pia ters including Tigerwoods, completed the greatest comes ack in Ryer Cup history and brought the trophy back to the states by a sensational win over Europe at the Country Chib in Brookline on September 29, 1999.



junior National Hockey Championship: Orissa won the James National Hockey Championship title for women detecting Haryana 3-2 in Mumbai on September 30, 1999.

் அக் Test Hockey: Australia clinched the Olympic Test clearey in men's category defeating Korea. In the women's category also, Australia won the title by beating United States Country September 26, 1999).



Connected of the World Cup Awards: Rahul Dravid was the day of the Ceat Cricketer of the World Cup Award for India at a striction in Nairobi, Kenya on October 1, 1999. South 17 an all counder Jacques Kallis was adjudged Cricketer of the Year while the South African team was named the Team state war Neil Johnson of Zimbabwe and Steve Tikolo of the wave named the Cricketers of the World Cup for their respective countries

Communication Award: Former German tennis players and a such and Boris Becker were presented the German lide, 1 ion Award 1999 in recognition of their contribution to women in Cologne on October 2, 1999.

MAC Spinner of the Year Award: Left-arm spinner Karthik Murch, who represents Railways in the National cricket, was presented the MAC Spinner of the Year Award (1998-99 season) as Chemiai on September 27, 1999. The award comprises a Manon and a cash prize of Rs. 50,000.

# SPORTS



Al Ahram World Men's Team Squash Championship: Host Egypt clinched the Al Ahram World Men's Team Squash Championship defeating Wales 3-0 in Cairo on September 22,

World Open: Peter Nicole of Britain became the first British squash player to win the World Open, beating Egyptian Ahmad Barada 15-9, 15-13, 15-11 in the final in Cairo on September 16, 1999.



Porsche Grand Prix: Top-seeded Martina Hingis of Switzerland captured her 7th title of 1999 defeating 4th seeded Mary Pierce of France 6-4, 6-1 in the Porsche Grand Prix tennis

tournament to secure the third Filderstadt title in four years in Germany on October 10, 1999.

Shanghai Open Magnus Norman of Sweden won the Shanghai Open title defeating Marcelo Rios of Chile 2-6, 6-3, 7-5 in Shanghai on October 11, 1999.

Grand Slam Sup : Serena Williams of the US clinched the Grand Slam Cup defeating her sister Venus Williams 6-1, 3-6, 6-3 in Munich on October 3, 1999. In the men's final, Greg Rusedski of Britain

Martina Hingis of Switzerland with her Porsche Car after winning the Porsche Grand Prix tennis tournament in Filderstadt, Germany on October 11, 1999

won the title defeating Tommy Haas of Germany 6-4, 6-3,

6-7 (5-7), 7-6 (7-5). Princess Cup: Lindsay Davenport of the US won the Princess Cup, defeating her compatriot Monica Seles 7-5, 7-6 (7-1) in Tokyo on September 26, 1999. In the doubles finals, Conchita Martinez of Spain and Patricia Tarabini of Argentina won the title beating Jelena Dokic of Australia and Amanda Coetzer of South Africa 7-6 (7-5), 4-6, 2-6.

Fed Cup: The US team led by Lindsay Davenport recaptured the Fed Cup trophy beating Russia 4-1 at Stanford University in Palo Alto, California on September 19, 1999.

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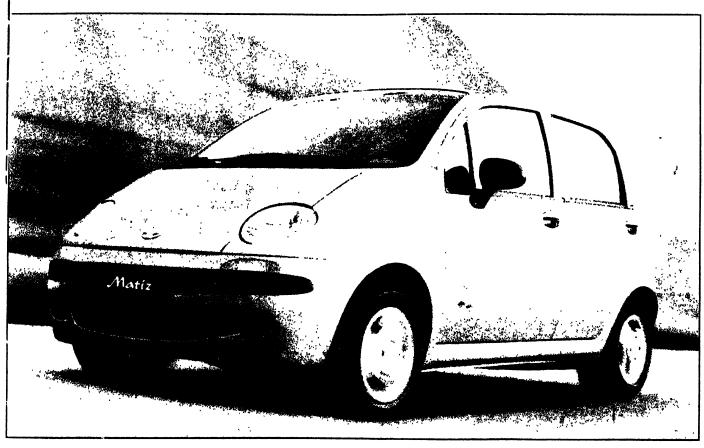
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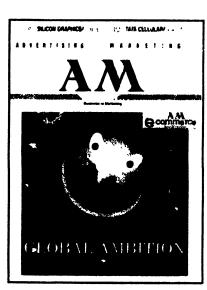
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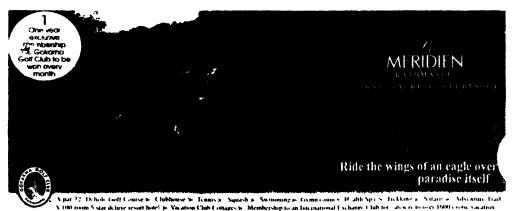
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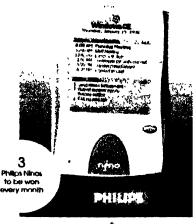
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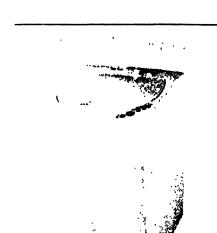
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Your 7th Draw on Thursday, April 20, 2000 for response received till Wednesday, April 19, 2000

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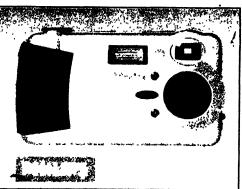
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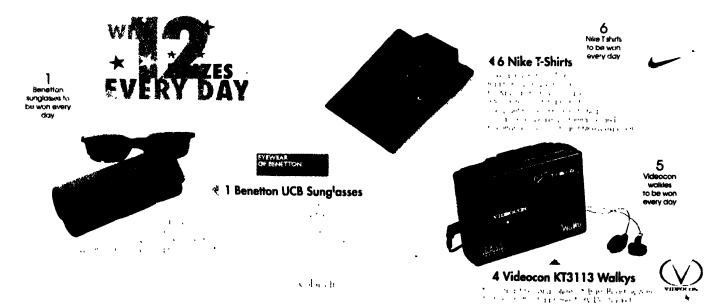
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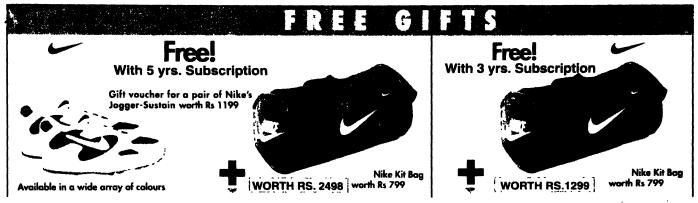




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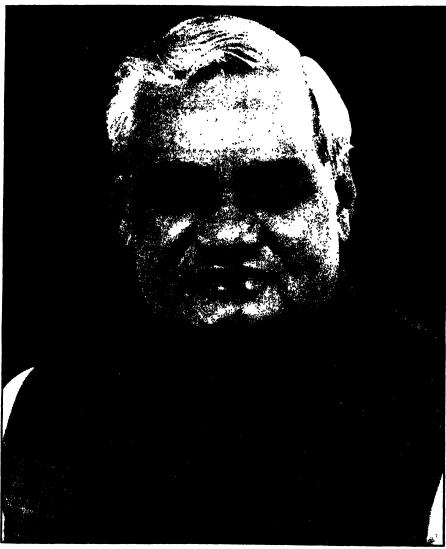
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#### COVER STORY

# India Enthrones Vaipayee



There comes a moment in history when a nation can be proud of itself, despite its several black spots. We saw such a moment unfolding itself in early October this year, making the polity proud of its people who possess the uncanny ability to rise in judgement on issues concerning themselves and those who claim to give them a better governance. When the people of India are asked to choose between the good and evil, the right and wrong, the honest and dishonest, they know how to make the right choice, be they the educated in urban India or the unlettered millions in rural hinterland. They cast their vote with eyes and ears open. Thus, the Elections in 1999 for the 13th Lok

Sabha could be a glowing tribute to India's multi-lingual, multi-religious and in many ways plu alistic democracy.

As the last result came in, there lay shattered like potsherd many myths. It is not absolutely essential for the entire electorate to have formal schooling to decide what type of leadership they should have. You cannot market "dynastic" politics without substance. Even the most wily politician has to submit to the verdict of the people's court. Number 13 need not necessarily be unlucky for all, and it has proved lucky for Mr. Atal Behari Vajpayee and his able lieutenants: the BJP ruled India for a mere 13 days in 1996; 13 months in

1998-99 (excluding the caretaker government period); they have been elected with a majority for the 13th Lok Sabha and Mr. Vajpayee's Council of Ministers took oath on 13th October!

"The person who makes a success of living is the one who sees his goal steadily and aims for it unswervingly. That is dedication," said Cecil de Mille, a Hollywood director. How true is it in the case of our Prime Minister, Mr. Atal Behari Vajpayee for whom there is no failure except in no longer trying. Had he not embraced this positive credo, he wouldn't have been Prime Minister thrice, each time growing stronger than ever before and his party would not have grown from the two digits in the 50's or 60's to the biggest party in India replacing the Congress.

In several ways Elections 1999 is a personal victory for Mr. Atal Behari Vajpayce and the principles and policies he stood for. The success of BJP and those who formed the National Democratic Alliance is a virtual stamp of approval for the way the Vajpayee Government conducted its domestic and foreign policies. Though local issues concerning the daily needs of the people did influence poll boycott, political apathy and other features, in certain constituencies like those in Delhi and elsewhere, the way the Kargil War was handled by the BJP-led government, despite the extreme provocations by Pakistan, influenced the voting behaviour. For the first time after Independence, India won the moral support of USA and Britain over Kashmir as far as the violation of LoC by Pak intruders was concerned.

The Congress Party led by Sonia Gandhi was stripped bare in the people's court and it suffered its most humiliating defeat ever, its membership in the Lok Sabha falling to just 112. Nemesis overtook a party that once basked in the lost glory of Nehru and Indira Gandhi; the party that claimed to provide a stable government turned to be the No. 1 arch villain to "destabilise" the country, making itself culpable by imposing on the country one mid-term election after another, entailing huge expenditure and disrupting the economic progress of the country and slowing down domestic and foreign investment badly needed for the country. The party pulled down the Deve Gowda and Gujral governments and conspired with the unprincipled AIADMK and its supremo, Ms. Jayalalitha in bringing down the Vajpayee government without providing an alternative government. The party was punished deservedly for its betrayal of the

people. Its attempt to brand BJP as "communal" had few buyers. The paradox has been that almost every party has been pandering to one caste or another or one religion or another and it is no secret that there are in Kerala constituencies which have become pocket boroughs of the Muslim Largue with which the Congress Party has been in alliance right from the 50's. Yet another salient fact is that the Congress Party has no leader of standing who can stand up to a statesman of stature like Mr. Atal Behari Vajpayee. Had there been leaders of foresight in the Congress Party, the party · would not have stooped to the gimmicks which the likes of Sitaram Kesri had indulged in and raise overnight someone of the Indira Gandhi family whose credentials to the position of party president rested on the dynastic connection rather than experience. Once again sycophancy has taken its toll and it allowed its logical slide to doom despite the presence in the party of relatively untainted leaders like Madhavrao Scindia, Manmohan Singh and A.K. Antony.

The people's verdict of 1999 has also shown that the socalled anti-incumbency factor need not necessarily work towards the disadvantage of the ruling party or coalition if the party in power has been sincere and honest to the people. The return to power of the BJP-led coalition at the Centre and the Telugu Desam in Andhra Pradesh shows that people can tell the sham from the real. Naidu and Laloo Yadav are poles apart in the fluid Indian politics; while the former as the Chief Executive Officer of the State did his best to streamline the State administration, setting himself as an example to other politicians, here was another Chief Minister who was selling himself as a product, arrogant to a nauseating degree and abusing the trust the gullible people of Bihar had reposed in him. He treated Bihar as his fiefdom and let his wife succeed him on the throne, pulling the strings from behind, as a multi-crore scam tainted him, all the buffoonery enacted in the daring daylight of all the democratic institutions functioning intact. It looked as if in the guise of niceties of freedom any wily politician could hold the country to ransom. Humty Dumpty had a fall and in Laloo's Bihar people have shown that the ballot is stronger than the bullet. The likes of Laloo can learn something from what a great American, Abraham Lincoln, said: "If you once forfeit the confidence of your fellow citizens, you can never regain their respect and esteem. It is true that you may fool all the people some of the time; you can even fool some of the people all the time; but you can't fool all of the people all

But Humty Dumptys can rise again if the National Democratic Alliance, with the BJP in particular, shows any chink in its armour. Ms. Jayalalita functioned as the discordant note in the harmony that Atalji strove assituously to achieve and there were enough vultures to prey upon when the system was about to fall. This shows the great need for the 24-party coalition to stay together for five years and give good governance for the country under a common agenda. The nation expects the Vajpayee



government to settle down to business soon and attend to every item of work that concerns the common man. That the NDA government has a good team and has the whole-hearted support of almost every region in the country augurs well for the future and the agenda it may formulate.

The economy needs a kick-start; the defence sector merits a boost in the light of the Kargil War and the imperatives of preventing future Kargils. But the most neglected sector, all these 50 years and more, has been the social sector: the sickening hospitals and rudimentary medicare, the schools without roofs, the classrooms without teachers, the school dropouts, the growing illiteracy, the uncontrolled population, the slums, the rising unemployment, the drinking water problem in cities and villages, the environmental degradation, the poor housing situation and the like. The government has also to tackle the parallel economy run by black money and stamp out corruption. Things easier said than done! The Lok Pal Bill has been hanging fire for more than four decades Nearly half of the population comprising women are still looked down upon as second class citizens and a bill to give due representation to them is yet to be passed by Parliament.

The BJP-led government had set up task forces on Information Technology, Infrastructure and Tourism and all these task forces have to work again with renewed energy to make up for the lost time. Let us look at our own neighbour China, celebrating the Golden Jubilee of the Communist Revolution. But all the programmes can be implemented only if there is political stability. In the years to come, the NDA has to function as an indivisible whole, if they want to maintain the trust people have reposed in them and if they want to do their best for the people. It is high time the Opposition too behaved as a responsible opposition and gave "constructive" support to the government. The time has come to leave behind all petty bickerings and work unitedly for a better India where no child goes to sleep on an empty stomach, where every woman feels secure within her home or outside, where everyman enjoys the dignity of either a bluecollar or white collar labourer, where the Hindus, the Muslims, the Christians and the Sikh must reassure themselves that the aarti from the temples, the resonance of the church bells, the muezzin's call to prayer from the mosque and the sabad kirtan from the gurudwara all remind us all of the same God residing in the hearts of all.

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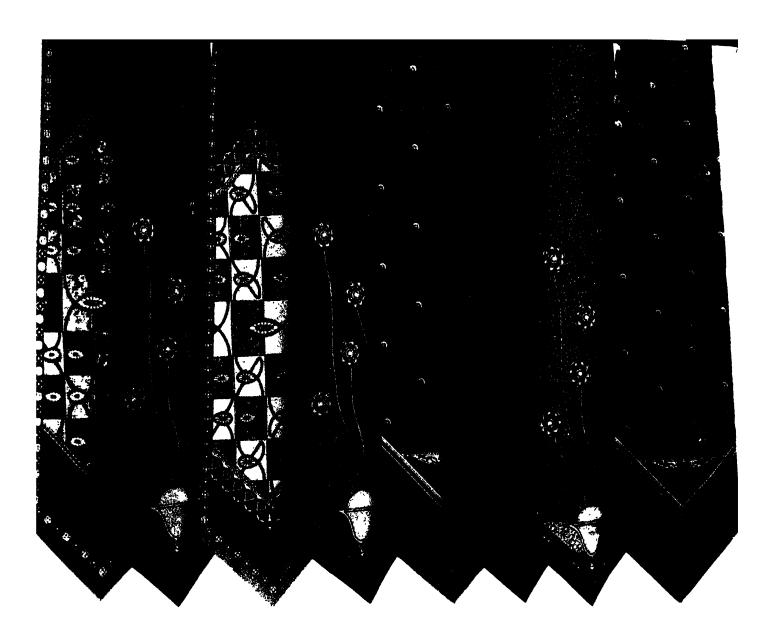
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Competition Review Pvt. Ltd. 604 Prabhat Kiran, Rajendra Place, New Delhi - 110008 Telephone: 5761086

Advertisement & Circulation Departments

603A Prabhat Kiran, Rajendra Place, New Delhi - 110008 Telephone : 5712898, 5718495 Fax : 91-11-5754647, 91-11-5735086 ¶ mail : csrindia@mantraonline.com

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CISIR

December 1999 152 Pages

IDII SRLSI /\
Mered here is A Will There is A Way ...17

ScPakistan Under Military Rule ...19
Orissa Cyclone And Disaster Mismanagement ...20
COVER STORY

Sachin Tendulkar—Cricketer Of The Millennium ...8 COLOUR TIATURIS

CSR Gold Medals For Excellence In Entrepreneurship ...6
CSR Prize Distribution Function

—Mumbai Lady Receives Maruti Car ...149 TOPICS (1) Tell MONTH

Elections '99 ...39; Whither Indian Democracy ...40; Knowledge Is Power ...44; India—A Tourists' Paradise ...110

PPRSONALITY PLUS (In Colour)
Fusion Fashion Sets New Trends ...57

Eyes On International Success 1 ...95

General Knowledge Encyclopedia ...37 Interviews : How To Succeed—Judy Skeuts ...99 SPORTS 14 HS

Sports Round-Up ...141
G1 NEKAL KNOWLEDGE

India ...23; The World ...31 Constitution Of India—Dr. M.V. Pylee ...47 Who...What...When...Where...Why ...54 Indian National Movement ...105

Expected Questions--Madan Lal ...115
Latest In General Knowledge ...127

Latest Who's Who ...131

Persons And Places in News ...139
14CCLS5 IN 1916 SONGLITY 11515

Secrets Of Success—Improve Your Personality ...102
Facing The Interview Board ...119; Group Discussion...123
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IAS Toppers Talk To You: Channelised Hard Work And Perseverance: Secrets Of My Success —Ms. Mugdha Sinha (8th Rank) ...51

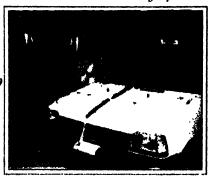
TUALURES.

Letters ...137; Competition Opportunities ...138 Memory Retention Contest ...138 R1.1 BOOK.117

Who's Who ...59-92



Cover Story : p. 8



CSR Prize Distribution Function: p. 149



Personality Plus: p. 95

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# CSR GOLD MEDALS FOR EXCELLENCE IN ENTREPRENEURSHIP



were awarded CSR Gold Medals and Trophies for Excellence In Entrepreneurship on November 5, 1999 at 'CSR DIWAL! DHAMAKA'. The awards were presented by Hon'ble Mr. Justice V.B. Eradi, Former Judge, Supreme Court of India in the presence of Prof. Asis Dutta, Vice-Chancellor, Jawharlal Nehru University, Prof. V.R. Mehta, Vice-Chancellor, University of Delhi and Mr. Rahul Dev, Eminent Journalist.

The first to receive the award was Mr. Bishamber Das Kapur, President, ATLAS Cycle Industries Ltd., Sonepat. Atlas is one of the top brands in cycle industry having crossed 40 million mark in July 1999. Next to receive the award was Mr. R.K. Bhatia, Chairman & Managing Director, BENTLEY Ties. Bentley is positioned as the most premium neckwear brand in the country. The hird to receive the award was Mr. Avtar Singh, Chairman, Aero Group of Companies (WOODLAND). Aero Group moved into the No.1 slot among the exporters of shoe uppers from India to USSR & GDR. Next to receive the award was Mr. G.S. Purewal, Chairman PA Group of Companies (MAXIMA). PA Industries is, today, an ISO 9002 certified firm. Last to receive the award was Mr. Kuldip Singh Bagga, Chairman, Shimla Chemicals Pvt. Ltd. (SIMCO). He has the privilege to be No. 1 throughout the world wherever there is a Sikh family.



(From L to R): Mr. Rahul Dev, Prof. Asis Dutta, Hon'ble Mr. Justice V.B. Eradi, Prof. V.R. Mehta and Mr. S.K. Sachdeva, Editor, Competition Success Review

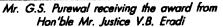


Mr. Bishamber Das Kapur receiving the award from Hon'ble Mr. Justice V.B. Eradi

Mr. R.K. Bhatia receiving the award from Hon'ble Mr. Justice V.B. Eradi



Mr. Avtar Singh receiving the award from Hon'ble Mr. Justice V.B. Eradi





Mr. Kuldip Singh Bagga receiving the awar. from Hon'ble Mr. Justice V.B. Eradi

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# Sachir Cricketer O

The short and stocky Sachin Tendulka: deservingly catapulted to lead Indian Cricket Team at a very young age (23 years) next to Mansur Ali Khan Pataudi (21 years), can aptly be described as the 'small big' man of Indian cricket. In the October-November, 1999 Test and One-Dayers series against New Zealand, he virtually wrote a new script in India's cricketing history, when he, in a record-breaking spree, scored 186 runs (not out), the highest by any Indian surpassing the records of Kapil Dev (175 not out) and Saurav Ganguly (183); set a world partnership record with Rahul Dravid in Onc-Day Internationals by notching up 331 runs in Hyderabad and broke the psychological barrier by scoring his first double century (217) in the third Test at Ahmedabad. As on November 13 1999, Sachin's tally stands at 24 centuries in One-Dayers-a world record-besides 21 Test centuries.

Sachin, who made his international debut 10 years ago at 16, can blend the textbook wit calculated power, is a class by himself who can change the tide during the game. For his sterling performance, he has earned kudos world over as well as in India. Apart from being rated the top batsman in the world, on form and career achievement, by London-based Wisden Cricket



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# Tendulkar The Millennium

Monthly, he won the "Sahse Bada Khiladi" (Best Player) contest bagging a Daewoo Cielo car in recognition of his superlative performance in the World Cup 1996 when he scored three centuries and emerged the highest run-getter in a single World Cup (523). This is what the former Indian Captain Mohd. Azharuddin, said about him "Sachin is Vivian Richards, Mark Waugh & Brian Lara-all rolled into one. He will score a century, field like a tiger, and if you give him the ball, take wickets". During the Pepsi Triangular One-Day series in India, Sachin proved his mettle by his brilliant and devastating bowling taking five wickets for 32 runs in 10 overs. The "Wonder Boy" of Indian cricket is the first cricketer to be conferred the 1997-98 Rajiv Gandhi Khel Ratna Award; apart for Arjuna Award (1994) and Padma Shri (1999).

With atleast 10 playing years ahead of him, Sachin, universally hailed as the world's best in comparable with the living legend of yesteryears, Sir Donald Bradman, may add many a feather to his crown—all to the glory and pride of India and self. Fortunately, he has come through the travails of his back injury which once threatened the illustrious cricketing career of this promising batsman of the world.





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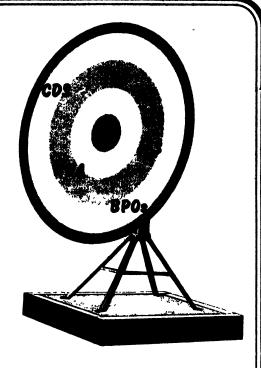
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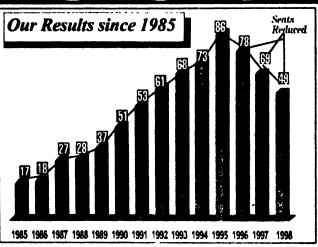
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# P.O. RECR

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# competition Success review



## Where There is A Will There is A Way

Dear Friend,

You can servainly who and embrace success if only you firmly make up your what to lead one succeed. All is possible to him that believeth, who has a definite goal backed by determination to achieve it, no matter what the edds or obstacles are. The world will mand wide and his man the man who knows where he is going and who strides majestically with steps firm and faith unstitless. Where there is a will there is a way and an optimistic and enthusiastic heart will definitely find that way or make it. The way to succeed it to start sooner, work harder and learn more than way competitors about the job you have undertaken. The beginning is the most important part of any work. Once you start, it gets easier with sine.

First you must decide what you most want out of life. Determine what your real approxime as goals are. You must be sure of your destination in order to arrive there. You will find the your lot closer than your thought. The surest way to ensure your success is to have your goal the man aspiring that you would want for it, even if you are not being paid anything at all. It is not the quarry but the chase, not the trophy but the race which will really matter. You must enjoy will you are doing. So that you don't get tired or boird but persist with your efforts energetically and enthusiastically till you reach your goal.

Make up your mind. Choose a worthy goal and one which you like best. Thereafter keep your attention rivetted to the covered object. Do not direct your attention and allow your energies as get dissipated; stick to your aim with single minded concentration. Have faith and begin the west Gather the facts, charge your route get going and keep going. Be sure that each day you cover some ground, advance some distance and make some progress towards your cherished goal. Never mind if the progress is slow but ensure that a steady and certain act sounds and looks like a winner. Appearance and manners do count. Set example. Action speaks louder than words: If you smill so people they will smile back at you. If you are sure footed they will follow your footsteps. If you are confident of achieving a goal, others will also esho that confidence and try to achieve it for you. People want to follow those who promise and deliver success.

Diligence and moderation are the best steps to climb to excellence and reach the top. The heavens do not send rains in floods but in tiny drops. An individual is neisher wise nor rich non great as once. But by softly breading the path and firmly planting his steps, his climb will be corrected advance sure. He will everyday better his prospects till he reaches and remains at the top. It is unsely said that the climb to the top is not a walk over but a walk up. The high heavens are not reached in a single bound. We have to build the ladder by which we can rise from the earth polocu to the vaulted skips. We must mount to summit step by step and round by round. One step at a time and that well placed, will take you to the grandest height. One seed at a time and the fayen grows; One stone at a time and the palace rises; one drop at a time and the river flows; one what a time and the great book is written. Thus one thing at a time and that done well is wisdom's proven rule for size success.

Thinking and planning for your sure success;

Jours sincerely

Francis Salaha Sitendra Kumar sacalah



# **How to Write and Speak** Simple and Powerful (1) For people who studied in non-English medium. (2) Ad

Hi, my name is Ray Bapna and I want to tell you about Bapna's English Course. It is a new easy way to quickly and easily learn how to write and speak simple, correct, and powerful English.

## Free Sample of What You Will Learn

Let me teach you how to correctly use will/shall. We call it Bapna's™ Will/Shall Rule and it has two parts:

For speaking, always use WILL. During my 4 years in USA, I never heard anyone use SHALL.

For writing and for exams, use 'LL like I'll, you'll, he'll, she'll, they'll. This is a short-cut. In this way, your sentences will always be correct.

I teach you English that I myself use-like in this article and in my books published in USA /

Such English is easy to learn and also powerful.

## Different. Better. Unique.

Please note that my course is totally different from Rapidex or any other books/courses. I showed you the use of will/shall so easily and quickly. Many books may take 5 to 10 pages to teach it and so it takes you many days to learn to use will/shall correctly. Do you fully realize now that my course is really unique and different?

Bapna's Will/Shall Rule and other material in this course cannot be copied by other books/courses because this material is based on our research, and we own the copyright and trademarks.

## Who Will Benefit Greatly

Bapna's English Course is not for those who studied in English medium. It is for you if you studied in non-English medium. You benefit

- If you can understand English when others speak, but you are not sure of correct way to write or speak English. Or, if you sometimes make mistakes or get confused when speaking English
- If you have used grammar or spoken English books to learn English, but did not get much success
- . Whether you are a student or in job, if you are highly motivated to learn simple and powerful English easily and quickly, you will benefit

## I Was Weak in English

I was born in Rajasthan where people are weak in English. I studied in government non-English medium

nchools. So, I was also weak in English
On my way to Pilani to join B.E., at Chirawa railway
station, I met one Mr P V Reddy from Andhra Pradesh

who was also going to Pilani to join B.E

I started speaking in Hindi. Mr Reddy said,
"I do not know Hindi" It was a surprise and shock for me that someone did not know Hinds. I hav never talked in English before and I was not confident of talk-ing in English. So, I said, "I do not know English"

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My Struggle to Learn English

In the first semester in Pilani, I was a topper with 10 out of 10 grade points, but I was not confident in English. So, I was worried about my weak English and I bought many books, guides, dictionaries, and newspa-

I worked hard, but improvement was very slow. For example, I took one month to read my first novel R K Narayan's *The Guide* because I had to search so many words in a dictionary.

I even thought of dropping one semester, sitting at home, and learning only English. That time I used to think "Why nobody develops a research-based course to teach good simple English for non-English medium people like me"

I continued to work hard. And finally I improved English and became a successful engineer/author in America. Now you can also improve your English and fortunately do so easily without hard work and without

## Our New Research on **Practical Grammar**

The schools teach you complete, theoretical grammar Their goal is to teach English for exam purpose (same exam as in England and America). And as a result the schools leave many of us confused and unsure of our knowledge of English

My goal is to teach practical English so that you quickly gain confidence in speaking and writing English. One example of our practical approach is the Bapna's WIL/Shall Rule.

This course is totally different and you will not find most of our techniques in any other course or book. We developed this new course only for people like you who studied in non-English medium

## Easy to Learn 5 Parts

If you can understand this article, you can surely understand my course And greatly benefit from it Our belief and experience show that it is better to teach English through English than through translation. Why? lish through English than through translation. Because it helps students to learn to think in English.

Effective, and Result-Oriented Way

Part 4: Advanced Topics
Part 5: Mini Spelling Dictionary

Part 3 is so easy and powerful that, it is worth more than the full price for the complete course

Some of the other topics in the course are: (1)Two short-cuts to powerful English (2) Learn to use these helpful words (3) How to write letters (4) How to en hance meaning (5) How to remember spellings and increase vocabulary (6) Common usage

## It is Easy, But Takes Time

Nothing good in life comes without effort Though my course is easy to learn, you cannot master my course in just one week or without effort

But, I use my expertise in mind power and study techniques to help you learn quickly and easily in two steps:

Step 1. Study for 1 hour per day. You can complete it in 25 to 40 days

Step 2 For the next 2 months, revise it for 2 hours er week. After that, for the next 2 months, revise it for I hour per week. In this way, your learning will become permanent.

You get "pocket cards". Keep them in your pocket to

Author's Bio-Data . B E, BITS Pilani. M Tech, IIT Kharagpur. N1 SE scholar Rank 5 Raj School Board World-famous author I

published 3 computer books in USA including best selling "MS-DOS Masters."

Earned 50 dollars per HOUR in USA as computer expert and writer At the peak of success, i left USA to do something in our

own country Now, I do research at the Mind Power Research institute

revise in school, college, bus, park, playground, etc. So, you learn English in the free time that most people waste because they don't have pocket cards.

## Proof of Success

 "Before joining your course I could understand English but I could not speak English. Now, I can speak powerful English.

In the past, I was not good at writing as well as speaking English. Using your course, I am able to write simple and better English without mistake and I can speak English with others without any hesitation. 1 completed your course in 27 days. — VH Pardeshi, Ahmedrag

 "Good and unique course. I was average in English. Now I can write letters in simple English.

. "I want to thank you for this valuable English course. Now I can write & speak English much better than before. Bhevser Ave

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# **INDIA**



# NDA Sets A National Agenda

There is hunger for development, time is running out and the people are getting impatient, so warned the Prime Minister, Mr. Atal Behari Vajpayee while addressing the national executive committee of the BIP in New Delhi. In fact, the Prime Minister was reminding his partymen of the supreme confidence the people of India had reposed in his government that it would take better care of the needs of the people than the governments that preceded it. It was a message right from the core of his heart when he said that the people were not asking for the moon; they only wanted basic facilities such as clean drinking water, Temployment and access to education and health facilities.

The NDA set forth its clear-cut agenda for a pragmatic socio-economic development of the country in both the first broadcast to nation by the Prime Minister on October 16, 1999 after he assumed office of the new government and the President, Mr. K. R. Narayanan's address to the joint sitting of the two Houses of Parliament on October 25, 1999.

The Prime Minister spoke of "a government that cares and a government that will take care of the last person in the last row. He promised to redeploy resources and rearrange institutions to provide for all: safe drinking water, primary health services, primary education, rural roads and rural, housing. And he sought the cooperation of the private sector in this endeavour. He said that he was in favour of private-sector-friendly regime and would ensure "second generation reforms" all intended to usher in a "proud, and prosperous India." "We are pledged to the emergence of a new India in the new century."

Mr. Vajpayee warned that terrorism would be dealt with stemly: "the life of every Indian citizen under our dispensation is precious. The Prime Minister also emphasised electoral reforms and the campaign against corruption, while reaffirming his faith in the "lofty principles of Secularism, Social Justice, Social Harmony and Women's Empowerment."

In his address to the joint sitting of Parliament the President elaborated on the agenda of his new government. According to him, during the current year, the Indian Aconomy is expected to grow over six per cent. Inflation as measured by the wholesale price index is around two per cent, which is the lowest in the last two decades. Despite an adverse global economic environment, our balance of payments position has remained comfortable and our foreign

exchange reserves are at a record level of nearly \$ 33 billion.

On the front of economic reforms, the government policy would rest on a triad in which the government provides a strong policy and regulatory leadership; the private sector brings the dynamism and efficiency of the competitive environment; and the local democratic institutions and civil society bring about people's participation.

Mr. Narayanan announced that his government has decided to give topmost priority to the social sector development. In the field of education, a separate department of Primary Education and Literacy has already been created. The face of rural India will change beyond recognition. The newly created department of drinking water supply in the Ministry of Rural Development will implement a programme to provide clean drinking water to all villages in the next five years. Fifty per cent of the diesel cess would be earmarked for construction of all-weather roads in rural India. It is planned to have 20 lakh additional housing units each year, and of these 13 lakh would be built in rural areas.

In several sectors, the Vajpayee government is seeking to complete the jobs taken up in 1998, but which could not be completed because of the fall of government For instance, the BJP-led government started working on the recommendations of the task force on information technology in 1998 and after the new government took over, it has set up a new Ministry of Information Technology for facilitating the initiatives in the Central Government, State Governments, academia, the private sector and the successful Indian professionals abroad. The Ministry will implement a comprehensive action plan to make India an IT superpower in the early part of the next century and achieve a target of \$ 50 billion in software exports by 2008.

The new Telecom policy would seek to achieve the objective of providing universal access to world-access telecom services at the lowest possible price to the public. The Communications Minister, Mr. Ram Vilas Paswan, announced on October 14, 1999 that government would provide phones in all villages by 2002. The government has also plans to provide Internet to villages and modernise exchanges.

The Government proposes to create 10 crore additional jobs in ten years. For this a Task Force on Employment has already been set up in the Planning Commission under the chairmanship of its member, Mr. Montek Singh Ahluwalia. The authorities also propose to review the existing Foreign Direct Investment (FDI) regime in order to cut delays in project implementation and create an enabling policy to ensure FDI inflow of at least \$ 10 billion annually.

## Balayogi Speaker And Sayeed Deputy Speaker

Mr. G.M.C. Balayogi of the Telugu Desam Party took over as the Speaker of the Lok





G.M.C. narayogi

Sabha for a second consecutive term on October 22, 1999 following his unanimous re-election.

Mr. Balayogi's re-election was a smoothsailing affair after the Congress and other Opposition parties agreed to support his candidature as a healthy gesture towards NDA's support for the candidature of P.M. Sayeed (Congress) as Deputy Speaker of the Lok Sabha.

Mr. P.M. Sayeed, a verteran parliamentarian who was elected a record tenth time to the Lok Sabha from Lakshadweep in the recent polls, was unanimously elected Deputy Speaker of the Lok Sabha on October 27, 1999.

# Ram Prakash Gupta New Chief Minister Of UP

Following its unexpected electoral debacle in 1999 Parliamentary elections in its self-ruled state as a result of squabbling among senior BJP leaders of Uttar Pradesh, l'rime Minister, Mr. Atal Behari Vajpayee decided to act boldly to mend fences for the party in the largest state of the country and the bastion of its power. In an unusual display of authority, Mr. Vajpayee decided (November 9) to make veteran party leader Mr. Ram Prakash Gupta the next Chief Minister of UP replacing Mr. Kalyan Singh in consultation with top BJP leaders including Party President Mr. Kushabhau Thakre, Home Minister, Mr. L.K. Advani & Human Resource Development Minister, M.M. Joshi. Mr. Gupta, who is stated to be enjoying a good equation with a majority of BIP leaders including the outgoing Chief Minister, took oath of office on 12th November, 1999 as the new Chief Minister after Mr. Kalyan Singh tendered his resignation. He is presently not a member of the State Assembly and was Vice-Chairman of State Planning Board.

# Pope John Eulogises India's Secularism

During his four-day visit to India Pope ohn Paul was given red carpet welcome by the leaders and people of India in



conformity with this land's great tradition of hospitality. Despite great security, the Pope found time during the four days from November 5 to 8, 1999 to rub shoulders with the commoners and the dignitaries. The Head of the Vatican conceded that there was greater religious freedom in India than in many other countries. One of the highlights of the papal visit was the holy mass conducted in the thickly crowded Jawaharlal Nehru stadium.

Pope John Paul is the first Polish Pope in the history of the Roman Catholic Church, which traces its origin to St. Peter, one of the first Apostles. His ascension to the papal throne came after a continuing succession of Italian Popes for 455 years.

# Second National Labour Commission Constituted

A second National Labour Commission under the chairmanship of the former Labour Minister, Mr. Ravindra Varma was constituted by the Government on October 16, 1999. The 10-member Commission would seek to rationalise labour laws in the organised sector and formulate comprehensive legislation for workers in the unorganised sector. The terms of reference of the Commission would include follow-up on the implications of the recommendations made by a panel set up in May 1998 to review various administrative laws governing industry.

The labour front is undergoing traumatic changes in the wake of economic liberalisation and the technological revolution. The Commission would focus on the impact of the changes on labour and accordingly make appropriate recommendations. The Commission would submit its recommendations in just two years.

Besides Mr. Ravindra Varma, the Chairman, the other members of the Commission are Mr. B.R. Sahade, Mr. Sunil Shastri, Mr. Sudarshan Sarin, Mr. Sanjeeva Reddy, Mr. Jitendra Vir Gupta, Ms. Ela R. Bhatt, Mr. Arvind R. Doshi, Mr. Hasubhai Dave and Mr. N. Sanyal Mr. Sanyal would be the Member-Secretary.

At a meeting of the commission held on November 4, 1999, it was decided to set up six study teams to review various labour laws including social security. The study teams would cover existing labour laws in India and other countries; make recommendations on "umbrella" legislation for the informal sector; study impact of globalisation on labour; social security; women and child labour; and the upgradation of skills and education of workers. At its first meeting the Commission has decided to send a questionnaire to industrial workers, different government departments, public sector units, state governments and trade unions.

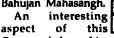
It may be recalled that the first National Labour Commission was set up in 1966 and a second Commission has come too late in the context of the breathtaking changes in national and global economies and the technological innovations. Laws must change with the changing situation and must safeguard the interests of both the labour and the entrepreneur. There have been instances of technological changes triggering corporate down sizing, causing job losses. Income disparities and the poor bargaining power of the labour have become part of the fallout of the globalisation process. But the most vulnerable has been the vast labour force in the unorganised sector-the marginalised labour force of unprotected labour comprising poor men, women and children who comprise 90 per cent of the labour force. The organised sector accounts for barely 27 million of the entire workforce estimated at about 286 million.

## Congress-NCP Government In Maharashtra

A hung assembly exacts its exorbitant price in terms of frequent bickerings and mutual suspicion when patchwork coalitions are formed. But the greatest casualty of shaky coalitions-brought about by marriages of convenience—is instability. The partners who strike a deal only tend to postpone their date of separation. That has been the ordeal of Maharashtra where there was a prolonged period of uncertainty in the wake of a fractured mandate throwing up a hung assembly. While there was quick ministry formation in States like Andhra Pradesh, Karnataka, Arunachal Pradesh and Sikkim, the Governor of Maharashtra Dr. P.C. Alexander had to emerge as taskmaster setting a deadline for the formation of a new government as major political parties were locked indiscriminate horse-trading.

With the BJP-Shiv Sena combine making a poor show in the Assembly elections, the one-time divorcees were together, albeit reluctantly. The Congress of Ms. Sonia Gandhi and the National Congress Party (NCP) led by Sharad Pawar made a bid to share power in Maharashtra. Mr. Vilasrao Deshmukh of Congress became the new Chief Minister of Maharashtra and Mr. Chhagan Bhujbal of NCP, the Deputy Chief Minister. And they were sworn in on October 18, the deadline set by the Governor for the formation of the new government.

The new coalition government in Maharashtra also roped in the Peasants & Workers Party, CPM, Janata Dal (S), Samajwadi Party, Republican Party of India and Bharatiya Bahujan Mahasangh.





Congress-led combine is sharing of power by the Samajwadi Party of Mr. Mulayam Singh Yadav, an avowed opponent of Mrs. Sonia Gandhi as Prime Minister of India because of her foregn origin (like Sharad Pawar-led NCP) under Congress umbrella.

# US Waives Economic Sanctions Against India

It was announced on October 28, 1999 that the US President Mr. Bill Clinton had waived the economic sanctions imposed on India and had retained all but two against Pakistan. With regard to India, the President has continued a waiver of the post-nuclear test sanctions, which allows American Commercial bank lending to continue as also loans by the Export-Import Bank. In regard to Pakistan, the waiver relates to commercial lending and agricultural credits only.

Said a spokesman of the US National Security Council, Mr. Mike Hammer: "The different treatment of the two countries reflects the reality that things have changed for the worse in Pakistan ... Basically we have made clear from the start that there can be no business as usual with Pakistan until an elected government is restored." Under section 508 of the Foreign Assistance Act, the US President is mandated by law to cut off assistance to a country where a civilian elected government is overthrown.

India has welcomed the waiving of economic sanctions against India by the US as a positive gesture towards normalising relations between the two countries. The sanctions were imposed in the wake of Pokhran II. India hopes that the waiver would create a congenial atmosphere in the context of the proposed visit of President Clinton to India early next year.

# Bofors Case Back To The Centrestage

Much to the embarrassment of the Congress, and more particularly the loyalists of the Congress President, Ms. Sonia Gandhi, the Bofors case was back in the limelight again. The first ever chargesheet in the 13-year old Rs. 64 crore payoff case was filed in the Designated Court of the Special Judge, Delhi, Mr. Ajit Bharihoke, on October 22, 1000

The chargesheet names as accused the former Prime Minister, Rajiv Gandhi, the former Defence Secretary, Mr. S.K. Bhatnagar, the Italian businessman and friend of the Gandhi family, Mr. Ottavio

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Quattrocchi, the former Bofors agent Win Chadha, the former Bofors President, Mr. Martin Ardbo and M/s AB Bofors of Sweden.

The assassination of the former Prime Minister Rajiv Gandhi made those who prepared the chargesheet to lay down the observation, "not sent up for trial". The chargesheet also mentions the charges of conspiracy, cheating and offence under the provisions of the Prevention of Corruption Act, 1947 against Rajiv Gandhi who awarded the Rs. 1,437 crore contract to AB Bofors in March 1986. According to the chargesheet, the probe by the investigation agency proved beyond doubt that the accused were parties to a criminal conspiracy in awarding the contract to M/s AB Bofors for supply of guns. The chargesheet mentions the various acts of omission and commission by the chargesheeted. The fact that Mr. Quattrocchi, Mr. Chadha and the Hinduja brothers were appellants in Swiss courts and that they subverted the transfer of documents of India I testifies to the fact kickbacks were paid by the Bofors and received in their accounts. Mr. Chadha and Mr. Quattrocchi went a step further by transferring funds so received from one account to another to avoid detection and evade the process of law.

The CBI seems to have spread its net far and wide and in the process they have blocked the escape routes of some of the smaller fish. The dubious role of G. P. Prakash and Srichand — the Hinduja brothers—apart, the CBI was looking for other quarries—Harsh Chadha, son of Mr. Win Chadha, Ms. Maria Quattrocchi and others. The sleuths are determined to go the whole hog, and they have embarked on several letters Rogatory in Switzerland, Sweden, Panama, Luxembourg, Bahamas, Jordan, Liechtenstein and Austria. It is believed that the Hinduja brothers have indissoluble links with the top political brass in India.

The chargesheet running into 25 pages is backed up by 213 documents and depositions of 83 witnesses, running into a massive 2,500 pages.

The boom of the Bofors gun scandal sent tremors across the Congress Opposition in the Lok Sabha, and the irate loyalists of Ms. Sonia Gandhi raised the demand that the name of Rajiv Gandhi be deleted on the plea that he was dead and could not defend himself. The government said that it could not dictate terms to the CBI, which was an 'independent' investigating agency. Intervening in the discussions in the Lok Sabha the Prime Minister, Mr. Atal Behari Vajpavee assured the agitated Congress members on October 28, 1999 that his government had no objection to a fullscale debate on the Bofors issue.

Interestingly while jumping in the 1999 election fray, Mrs. Gandhi had herself challenged Government to probe the Bofors deal to its logical conclusion; implying thereby that there was nothing against Gandhi family.

As the Bofors case gained momentum, the designated Delhi special court issued on November 1, 1999 non-bailable arrest warrants against the accused Italian businessman Ottavio Quattrocchi and summons to Dubai-based Bofors agent Win Chadha, former Defence Secretary, S. K. Bhatnagar and former Bofors company chief Martin Ardbo and the Swedish company A.B. Bofors, now renamed "Celsius".

Bofors is the first ever scandal of devilish proportions in the nation's defence deal which came to surface, thanks to the extensive coverage by the media by way of investigative journalism, compelling Rajiv Gandhi to assert that nobody, however high he might be, would be spared when the recipients of the kickbacks were known after investigation.

## Missile With 5000 Km Range In The Offing

According to the *Defence News* weekly, India is likely to launch a 5,000 km range missile 'Surya', in mid-2001. The missile would be powered by a Russian cryogenic engine which uses liquid fuel cooled to a very low temperature. India is building its own cryogenic engine, but it will not be ready by 2001. India had a deal with Russia for cryogenic engine through 2002. The first engine was received in December 1998 for a large satellite booster. One of the next cryogenic engine deliveries would be for the 'Surya'.

The missile plan of India's Defence Research and Development Organisation (DRDO) includes an upgradation of the range of India's existing short-range Prithvi missile from 150 km to 350 km. DRDO is also planning to develop a medium range air-to-air missile called Astra, to be fired from combat aircraft such as the Sea Harrier, MIG-20 and and SU-30.

## Diesel Price Hiked

The government had to go in for a sharp increase in the diesel price following a sharp rise in the international prices of crude oil and diesel during the last nine months. Between February and September 1999, the international price of crude oil went up from Rs. 3210 to Rs. 7020 per metric tonne, i.e., by 119 per cent. This compelled oil companies in India to pay international prices for crude oil and diesel. Domestic diesel prices have been fixed on the principle of import parity since November 1997.

The hike in the basic price of diesel announced on October 6, 1999 has been only to the extent of 40 per cent, though the international price of diesel since the last revision has gone up by 66 per cent.

The hike in diesel price triggered an increase in passenger bus fare in many states and a rise in freightage of goods transport.

Trucks all over the country went off the road for six days as per protest strike; though government did not yield on the issue of lowering the diesel price, it did meet half way some of the other demands of the

representatives of the All India Motor Transport Congress. In Delhi, the DTC hiked bus fares by 100 per cent in one stroke on the pretext of rise in diesel prices

## SC/ST Quota In Lok Sabha Extended For Ten Years

The Lok Sabha and the Rajya Sabha have passed a Constitution Amendment Bill during the last week of October 1999 extending reservation of seats in Parliament and State Assemblies for Scheduled Castes and Scheduled Tribes for another ten years. The Bill, which also provides for representation of Anglo-Indians by nomination for another ten years was passed with 380 voting for and none against in the mandatory division required for passage of a Constitution amendment.

While moving the Bill, Mr. Ram Jethmalani, Union Minister for Law, Justice and Company Affairs, disclosed that a convention of MPs belonging to SCs/STs would be held before the winter session of Parliament and that the recommendations of the convention would be placed before Parliament.

A senior Congressman, Mr. Buta Singh wanted the scope of reservation to be extended to the Rajya Sabha and the legislative council as well as specialised institutions, judiciary and armed forces. According to him there has not been much change in the status of people belonging to the SC & ST despite reservation for more than half a century. He wanted the government to take such solid steps for their welfare and development which would obviate the need for yet another period for reservation.

A large section of the MPs feel, however, that attitudinal change alone, rather than reservation, would alter the socio-economic status of the SCs and STs. It needs to be examined why the benefits conferred by the 1 government are not really percolating to the vast needy majority among the SC/ST communities. Does it mean that all the "privilages" are cornered by the "creamy layer" of the SC/ST communities?

Mr. Prakash Ambedkar of the Republican Party of India took up an entirely different line of thinking. He said that reservation itself would not change society and stressed the need to bring all communities on one platform with a positive integration. He claimed that "merely extending 10 years' reservation, we are not achieving anything ...... reservation is a hindrance to development ...... Let us make a move towards social mobility."

Unfortunately the creamy layer of SC/ST having risen up the reservation ladder continue to harvest the privilege for their children as well denying it to their unprivileged brethren. Unless such persons are excluded, reservation would have to be continued for decades due to vote-bank polities; whatever be the political complexion of the government at the Centre.

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# The World

# Pakistan : Sharif Ousted In A Bloodless Army Coup

Perhaps a section of historians who would chronicle the bizarre developments in Pakistani politics would record that when Pakistan Prime Minister Nawaz Sharif was itching to have the head of the Army Chief, General Pervez Musharraf on a platter, little did the ousted Prime Minister know that the army in Pakistan would have the last laugh. Poor Sharif failed to make the grade in the home tasks on the history of his own country. As Nawaz Sharif made his last desperate move of sacking the army chief even as the latter was aboard the plane bound homeward from Sri Lanka, he rouldn't size up that the shots would backfire. Within hours of the "sacking" of the Army Chief, Sharif himself was 'down and out' under house arrest. Pakistan slid under military rule once again for the fourth time at nightfall on October 12, 1999.

One more civilian government in Pakistan crumbled to the dustheap of history on October 12 when the Prime Minister, riding the wave of unpopularity of his own creation, what with the row with the judiciary, the tiff with the media and the chronic tug of war with the military brass, elected to cut the Gordian knot by firing the

Army Chief and replacing him by Lt. Gen. Khwaja Ziauddin, the IŚI Chief. The Army revolted and within hours, the soldiers were everywhere not only in Islamabad but all over Pakistan. PTV went off the air and all vital installations were under the military control. The Prime Minister himself turned prisoner in his own house. He now faces a possible death sentence in an Anti-terrorist Court

following his alleged abortive attempt to finish off the Army Chief by refusing permission to fuel-deficient plane carrying the Pak Army Chief and two-hundred other passengers to land at Karachi airport that might have resulted in a crash.

The differences between the Sharif government and the Army Chief came to the boil over the handling of the Kargil conflict and USA had warned the civilian government weeks ago of a possibility of

"extra-constitutional change" in Pakistan.

To the rest of the world, South Asia, and more particularly, the Indian subcontinent, the unfolding scenario presented a study in contrast : while Pakistan was placed under the spell of yet another military rule on October 12, the world's largest democracy, in the biggest election exercise anywhere in the world, had brought power Vajpayee government in the neighbouring India. Strangely, one must presume, at least for the time being, there was jubilation in Pakistan over the 'return of Generals' and the good riddance of the misrule' of Sharif. Sharif's detractors,

Gen. Pervez Musharraf, Pakistan's Chief Executive

We attempt to by refusing plane carrying nundred other it airport that the. In the Sharif Chief came to of the Kargil d the civilian possibility of constitutional

Yahya Khan and Zia-ul-Hug. True to form, and falling in line with the earlier military dictators who ruled Pakistan for nearly 25 years of its 52-year old history, Gen. Musharraf, just three days after the coup, suspended the Constitution and proclaimed himself the Chief Executive of Pakistan. While declaring a State of Emergency throughout the country, he suspended the National Assembly and state assemblies and curtailed the powers of the Supreme Court, but stopped short of declaring martial law. He, however, allowed President Rafiq Tarar to continue in office. "The whole of Pakistan will come under the control of the armed forces," the proclamation said as army officers moved to take key positions in the administration.

While ÚSA and UK desired an early return to civilian rule in Pakistan, Gen. Musharraf wouldn't oblige them with any promise of an early date for return to the democratic process. At least, he was frank enough in this regard; one of the military rulers of Pakistan promised return to civilian rule within three months after he assumed power and he ruled for 11 years! Yet another clever move to win popular sympathy taken by the new ruler of Pakistan was ordering the country's commercial banks to freeze deposits of all notable politicians and their spouses.



CHANGE OF REGIMES IN PAKISTAN PERIOD RULER Liaquat Ali Khan Aug 1947-Oct 1951 Murdered Khwaja Nazimuddin Oct 1951-Apr 1953 Mohammad Ali Bogra Apr 1953-Aug 1955 Regioned Ch. Mohammad Ali Aug 1955-Sep 1956 Resigned Sohrawordy: Sep 1956-Oct 1957. -Chundrigar Oct-Dec 1957 Firoz Khan Noon Dec 1957-Oct 1958 ... Silcender Mirze Oct 1958 .... Ayub Khen : Oct 1958-Mar 1969 Yahya Khen Mar 1969-Dec 1971 Army Coup Dec 1971 44 1977 Z. A. Bhutto **Army Coup** Zie-ul-Heo JUL 1977-Aug 1968 Killed in Air Crash A chronology Dec 1988-Aug 1990 Becezir Bhulto Secked of main Aug 1990-Nov 1990 Sacked M. K. Juneio Nov 1990-Apr 1993 Apr 1993-May 1993 Dismissed by SC May 1993-Oct 1993 Election held Dat 1003-Nov 1996 Sacked 1947 Nov 1996-Feb 1997 Caretaker PM

The Chief Executive of Pakistan assured the rest of the world that there would be no change in Pakistan's foreign policy including the policy towards India. One can appreciate this viewpoint just because Pakistan's foreign policy has always been moulded by the military brass from behind the scenes. No wonder the new military ruler talked like any other Pakistani politician on October 17, 1999 when he announced a unilateral military de-escalation along the India-Pakistan border and pullback of troops that had moved to the border areas. He called for a dialogue with India in an obviously conciliatory tone to impress "Pakistani friends in the West and the Muslim world". But he unmasked himself on November 1, 1999 when he said that hostility from India would be met with hostility and peace with peace. "Nobody threatens us without getting a threatening response," he said.

Chastened by the experience of four wars with Pakistan, India has been monitoring the developments in Pakistan with all the seriousness these merit. It knows the minds of all military leaders and knows the stuff of which the likes of Ayub Khan, Yahya Khan, etc. is made of. India knows too that it cannot shake hands with a mailed fist. It has not forgotten the wars it had with Pakistan in 1965 under regime of Ayub Khan and the war in 1971 when Pakistan was under the dictatorship of Yahya Khan. India's defence forces are ever on the alert and India has told Pakistan that before any talks could be thought of, Pakistan must first stop trans-border terrorism, a condition for which India has the full backing of USA. The developments in Pakistan should reinforce the conviction that India has to be eternally vigilant with regard to every move coming from Pakistan.

For Pakistan, the period of yet another prolonged nightmare has just begun.

# Indonesia: Ushering in Democracy

On October 20, 1999 Indonesia emerged as the world's third largest democracy, after India and the United States when Mr. Abdurrahman Wahid, the Islamic scholar who champions a secular society for his country, was elected the fourth President of Indonesia after he defeated the icon of the masses, Ms. Megawati Sukarnoputri. A few days before, the People's Consultative Assembly (MPR) rejected by 355 votes to 322 the "accountability reports presented by the interim President B. I. Habibie. This was tantamount to passing a vote of noconfidence against him. Mr. Habibie could have stayed in the Presidential contest; but after the vote he chose to respect the MPR mandate and opted out of the race.

The supporters of Ms. Megawati Sukarnoputri would have plunged Indonesia into yet another bout of bloody violence had not the MPR elected her as the Vice-President a day after the election of Abdurrahman as President. Just before the Vice-Presidential ballot, two influential figures, Gen. Wiranto, chief of the armed forces, and Akbar Tanjung, chairman of the



Abdurrahman Wahid New President Of Indonesia

Golkar Party, withdrew their candidacies, citting the need for national unity. That left Megawati to face Hamazah Haz, chairman of the Muslim oriented United Development Party. She defeated Haz handily, 396-284.

One of Indonesia's respected intellects, Abdurrahman Wahid has long championed human rights, democracy, the separation of the church—mosque—and the state and a tolerant Islam that embraces non-Muslims in fraternal embrace. "There is no original race in Indonesia," frankly admits this new leader of Indonesian democracy. "A great grandmother of mine was Chinese. That is the reason why I don't accept the idea of racial differences in Indonesia."

As Islamic fundamentalism raises itself as a hydra-headed evil in different parts of the world, here is a Muslim cleric who gives a different tune: "For me, an Islamic society in Indonesia is treason against the Constitution, because it will make non-Muslims second-class citizens," he said way back in 1995. His secular stance set him on a collision course with other Muslim leaders and his liberalism nettled former President Suharto.

Mr. Wahid and Ms. Sukarnoputri were allies in the June parliamentary poll that paved the way for the Presidential elections. Even when the duo contested the highest office in the country, they never allowed any kind of bitterness to come in between. The fact that Wahid is invalid in several respects—a history of two strokes, blindness and all that—would make the Vice-President to play a bigger role in the national politics. Yet, together the two leaders are expected to bring about national unity in a fractured and diverse country of about 13,000 islands and more than 200 million people.

In making his reformist Cabinet, the new ruler of Indonesia broke with an authoritarian past that gave scant regard for the susceptibilities of the subjects. It was a line-up of new faces. Mr. Kwik Kian Gie, an economist and close aide of Ms. Sukamoputri was named the Economics Minister while Mr. Juwono Sudarsono took over as Defence Minister replacing Gen. Wiranto who was shifted to a less powerful job of Security and Political Coordinating Minister. Mr. Alwi Shihab became the new Foreign Minister replacing Mr. Ali Alatas

who had held the post for over a decade. The President called his Cabinet a cabinet of "national unity", a cabinet that sought to represent diverse interests and whittle down role of the army. In all 36 ministers were sworn in on October 29.

The President and the Vice-President do make an excellent team and they have the full support of the masses and parliamentarians to make Indonesia a democratic and economic power in South East Asia. Meanhwile the demand for a separate Muslim state by Aceh island, the Muslim-dominated island, on the pattern of East Timor, and sectarian violence in other islands, pose a new challenge for the secular Government.

## **US Senate Rejects CTBT**

"Never before has a scrious treaty involving nuclear weapons been handled in such a reckless and ultimately partisan way. The Senate has a solemn responsibility under our Constitution to offer advice and consent in matters involving treaties. The Senate has simply not fulfilled that responsibility here," lamented the American President Mr. Bill Clinton when the CTBT (Comprehensive Test Ban Treaty) was rejected by a 51 to 48 margin by the US Senate on October 1% 1999. The action of the Senate amounted to a knockdown blow to the foreign policy of Mr. Clinton. Only four Republicans crossed over and joined 44 Democrats in voting to ratify the CTBT. But that was poor consolation as a two-thirds majority or a total of 67 votes was required to see the Treaty through.

Both the US President and Vice-President were determined not to be swept away by the coup pulled off by the Senate, the latter (Mr. Albert Gore) resolving to resubmit the Treaty for ratification by the Senate if elected President.

An agitated American President said that the USA itself wouldn't conduct any nuclear tests and appealed to Russia, China, Britain and France to exercise self-restraint in this regard. He warned the newly emerge, nuclear-capable states of India and Pakistan against interpreting the rejection of the CTBT by the Senate as a sign that USA did not care whether they ratified the treaty or not.

It was for the second time the American Senate has rejected a major international treaty. In 1920 it had rejected the Treaty of Versailles.

Partly, the President has to blame himself for the Senate rejection of the CTBT for the vote against the Treaty was the result of the failure of the Clinton Administration to build a consensus within the country.

Without US ratification, CTBT seems to be stillborn. The future of the Treaty lies in the hands of a new President and as to how he would be capable of moulding public opinion. Beyond doubt, CTBT will be one of the contentious issues that a future Democrat Presidential nominee will present for public debate in the Presidential election just 15 months away.

As per Article 14 of "the Entry into force," to be operational, the CTBT has to be signed by 44 countries, which have atomic power plants, but only 41 countries have so far

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signed it and of these only 23 countries have ratified it. An overconfident Clinton administration was obsessed with getting others such as India and Pakistan sign the Treaty, overlooking the need to build up a democratic consensus in his own country in favour of the Treaty.

# Sri Lanka Gears up for Snap Presidential Polls

It is a ballot war to end another war, and this time President Chandrika Kumaratunga sprang a surprise on all by preponing the Presidential elections all with the intent to end the ethnic conflict—a promise on the basis of which she was elected in 1994. Seeking to overcome the Opposition challenge in Parliament, the President announced on October 20, 1999 that midterm Presidential elections would be held by mid-January, ten months ahead of schedule. She would thus have parliamentary polls, scheduled for August 2000, held after the presidential elections which she hopes to win with a comfortable majority. The President felt that the lack of two thirds majority in Parliament prevented her from going ahead with her Constitutional peace initiatives.

The snap decision to go for early Presidential polls was welcomed by Mr. Ranil Wickremesinghe, Leader of the Opposition, United National Party (UNP). The three prominent Tamil groups, the Tamil Eelam Liberation Organisation (TELO), Belam Peoples Revolutionary Liberation Front (EPRLF) and the Peoples Liberation Organisation of Tamil Eelam (PLOTE) have already decided to field a third common candidate. The Tamil parties are sore over the failure of the government and the main Opposition in solving the Tamil problem in Sri Lanka.

In 1994, Chandrika had won 62 per cent of the votes, the highest any Presidential candidate has secured. The clinching factor in the spectacular victory was the vote from the North-East Tamil majority regions where she polled more than her national average. While her national average was 62.28 per cent, Chandrika secured 85.14 per cent of the votes polled in Jaffna, Vanni, Batticaloa and Trincomalee districts. But the year 2000 is vastly different from the scenario of 1994. The Kumaratunga government has now brought the entire northern peninsula under its control. The Tamil Tigers are now confined only to the interior of the jungles and now control only Mullaitivu and Killinochi districts and parts of Batticaloa and Mannar.

Chandrika knows that the problem of ethnic divide in Sri Lanka cannot be solved through violence and counter-violence and every effort made by her government to open a dialogue with LTTE was torpedoed by LTTE itself. LTTE that sought to tell rest of the world that they alone represented the true aspirations of the Tamil minority in Sri Lanka and in its bid to assert their supermacy, has assassinated every other Tamil leader belonging to other Tamil parties.

It remains to be seen whether Chandrika's gamble will pay off. But one fact remains: Whosoever becomes the President next year, he or she may face yet another period of uncertainty in so far as the total alienation of Tamils from the mainstream of the island's political life is concerned. Meanwhile following the Sri Lankan army's biggest set back inthe 16-year-old ethnic war with LTTE, President Kumaratunga was planning to postpone Presidential elections due to grim developments. On the other hand, the country faces threat of expulsion from Commonwealth due to violation of human rights.

## US, Taliban and Osama Bin Laden

Having failed to bring to book the notorious international terrorist, Osama bin Laden, the prime suspect responsible for the bombings of the US embassies in Tanzania and Kenya on August 7, 1998, USA has roped in the UN Security Council in its hot pursuit of bin Laden and the Taliban that has offered sanctuary for him. On October 16, 1999, the UN Security Council imposed sanctions on Afghanistan's Taliban rulers until they surrender Saudi-born dissident Osama bin Laden for trial on charges that he plotted the 1998 bombings of the US embassies in Africa. The sanctions were to become effective on November 14 after a 30-day grace period unless bin Laden was handed over by then. The sanctions require countries to ban flights by planes owned, operated or leased by the Taliban, and to freeze bank accounts and property owned or controlled by the Taliban that controls 90 per cent of Afghanistan. The only exceptions would be for flights or funds approved in advance on humanitarian grounds by a watchdog sanctions committee to be set up by the Security Council.

It may be recalled that shortly after the embassy bombings last year, USA launched missile attacks against bases in Afghanistan alleged to have been used by Bin Laden's al-Qaeda group. US has already frozen the assets of Afghanistan's national Ariana airline and banned US investment in and trade with the area under Taliban control.

Bin Laden and an alleged fellow conspirator Muhammed Atef, were indicted by a US grand jury in New York in November 1998 for allegedly plotting the embassy attacks. The US State Department has offered rewards of \$5 million for information leading to their arrest or onviction.

Though in its immediate reaction Taliban refused to relent on its stand not to hand over Bin Laden to USA, its representative, Mr. Abdul Hakeem Mujahid, had a meeting with the US Assistant Secretary of State for South Asia, Mr. Karl Inderfurth in Washington on October 22, 1999. There were reports that owing to mounting US pressure Osama was willing to leave his sanctuary in Afghanistan and go to an undislosed destination.

However, according to the Taliban spokesman, Osama is a "life and death" issue for the Taliban and expelling him would offend Afghans and undermine the Taliban. "If God forbid, we hand him over to anyone else, then we will definitely lose the support of the Afghan people," he said. Sometime back, the militia had proposed a roundtable of Islamic scholars from Afghanistan, Saudi Arabia and an unnamed third country to find an Islamic solution tothe issue. The latest funny proposal made by Taliban's supreme ruler, Mullah Mohammed Omar is that the OIC (the Organisation of Islamic Conference) could send a team to monitor Osama's movement to ensure that Osama was not engaged in terrorism. He said that the OIC monitors could "watch over him so that Bin Laden's opponents are sure that he is not using Afghanistan against them."

# Russia's Second War in Chechnya

Once you start a conflagration, you wouldn't know where to stop and the Russians, now in the thick of yet another war in Chechnya, in their bid to destroy terrorist bases in Chechnya, are virtually using a sledgehammer to kill flies that have been eluding them. The war now several, weeks old has killed several innocent civilians, sending hundreds upon thousands of them scurrying out for safety. While the

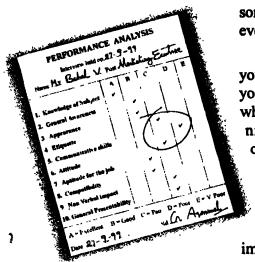


rest of the world could appreciate Russian action against international terrorism, they were sharply critical of the unnecessary bloodbath imposed on the civilian population of Chechnya and the consequent problem of refugees. USA expressed its shock over the mounting scale of civilian casualties and the exodus from Chechnya. Similar concern was expressed by the UN Secretary General.

Russia's Acting Prosecutor-General, Mr. Vladimir Ustinov, reiterated Moscow's claim that foreign mercenaries from Afghanistan, Pakistan, Tajikistan, Jordan, Algiers and even some Baltic States were fighting against Russian forces in Chechnya. He also said that Chechnya rebels had recently received about \$30 millions from sources abroad to purchase weapons.

Meanwhile, Moscow offered a \$ 1 million reward for the head of the Chechen warlord, Shamil Basayev, as the Russian troops tightened the noose round the Chechen capital Grozny.

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# General Knowledge Encyclopedia

## Comprehensive Test Ban Treaty (CTBT)

It was about 80 years ago that the American Senate had rejected for the first time a major international treaty, the Treaty of Versailles. On October 13, 1999 it did it again, refusing to ratify the Comprehensive Test Ban Treaty (CTBT) administering a knockdown blow to the foreign policy of President Bill Clinton. The Treaty was rejected by a 51-48 vote, and only four Republicans crossed over and joined 44 Democrats in voting for the Treaty. An agitated President said: "Never before has a serious treaty involving nuclear weapons been handled in such a reckless and partisan way. The Senate has a solemn responsibility under our Constitution to offer advice and consent in matters involving treaties. The Senate has simply not fulfilled that responsibility here." Mr. Clinton warned Pakistan and India against interpreting the rejection of CTBT by the Senate as



US Energy Secretary Mr. Bill Richardson (L) and Foreign Minister Mr. Jaswant Singh (R) in New Delhi on October 26, 1999. Richardson urged India to adhere to CTBT

a sign that Washington did not care whether they ratified the landmark ireaty or not. A section of the American public opinion is opposed to ratifying the CTBT on the plea that it would make American security vulnerable.

A nuclear India reiterated its position that it would not "block the entry into force" of the Treaty in September 1999, as long as other nations adhered to the provisions of the Treaty. India also noted that its voluntary moratorium on testing stood. With the Senate rejection of the Treaty, the US has lost the moral high ground on the CTBT and it can no longer dictate to India about the need to sign and ratify the Treaty with the vehemence that characterised American policy before the Senate rejection.

At least for India it was a turning point in her nuclear policy and diplomacy in general. The Senate rejection more or less coincided with two major world events; even as the general elections in India concluded on a positive note with the coalition led by Mr. Atal Behari Vajpayee coming to power, Pakistan saw a reversion to another bout of military rule leading to the ouster of Mr. Nawaz Sharif. It looked as if the dramatic turn of developments gave greater substance to the Indian viewpoint that total nuclear disarmament is more important than simple non-proliferation.

India's stance on the CTBT has been based on her own historic crusade for a nuclear-free world. In the same vein, its decision to become a nuclear power has also been based on considerations of national security in a world marked by balance of terror.

People with short memory might forget that it was India which had advocated and called for nuclear disarmament and proposed a CTBT as early as in 1954. But India's proposal was strongly opposed by the US that scuttled every attempt made by India to bring about a nuclear-free world. Forty-five years later, sitting pretty atop a stockpile of lethal weapons, the USA in particular, and the other nuclear weapon states, want the rest of the world to "behave", asking them pointblank to shed their 'nuclear' ambitions. In other words, the only superpower and its allies would like to introduce an elaborate system of multilateral control, policed by themselves, to deter horizontal proliferation without providing for an equivalent multilateral check on their own actions.

India's opposition to the CTBT in the present form emanates from its consistent criticism of the double standard and double speak that characterise the nuclear policy of the nuclear weapon states. The five permanent members of the UN Security Council seem to be blissfully oblivious to the irony implicit in their stressing the importance of retaining nuclear arms for their own security, while sanctimoniously campaigning and armtwisting other countries against nuclear testing and proliferation.

Since January 1994, when the Conference on Disarmament adopted a mandate to negotiate a CTBT, India has taken a consistent stand, in tune with her own security and the interests of world peace; more particularly in the context of the mandate adopted by the Conference on Disarmament. India's proposals have been aimed at ensuring that the CTBT must be a truly 'Comprehensive' Treaty, that is, a treaty which bans all nuclear testing without leaving any loopholes that would permit nuclear weapon states to continue refining and developing their nuclear arsenals at their test sites and in their laboratories. In a nutshell, India wanted to place the CTBT in a disarmament framework, as part of a phased programme, to secure the laudable objective of complete elimination of all nuclear weapons within a timeframe.

India has always made it clear that the text of the CTBT as drafted by interested parties is totally flawed and wouldn't secure the objective of a comprehensive ban of nuclear testing. At best the imperfect text would give the gullible world a 'nuclear weapon text explosion ban treaty'

and not a Comprehensive Test Ban Treaty. India has also condemned the subtle attempts to prevent the incorporation of substantive disarmament provisions in the Treaty. The paradox of the story of the comprehensive test ban is that even while the Conference on Disarmament to debate CTBT was on in Geneva in 1996, one of the nuclear weapon states went ahead with nuclear tests justifying it as essential for national security and for permitting completion of work on new designs and gathering of data to enable computer simulation and modelling to preserve and refine capabilities into the distant future. India could well see through the mischief of those who are determined to maintain their hegemony and monopoly at the cost of a majority of other countries who would have to abide by the dictates of a few brandishing their nuclear might. And these preachers of a flawed test ban treaty continue to expend vast resources, both human and material, for the research and development related to competitive nuclear weapons.

The submissions by some of the nuclear weapon states to the International Court of Justice at The Hague in July 1996 are further evidence that they are reluctant to relinquish their monopoly and regard nuclear weapons as integral to their military strategy. In fact, India's case against signing the CTBT was strengthened by the ruling of the International Court of Justice on July 8, 1996 that the use of nuclear weapons would be justifiable under 'extreme circumstances'. While admitting that the use of nuclear weapons is 'generally' contrary to international law and established humanitarian standards, the Court refused to rule an outright ban on the use of nuclear weapons. Such a ban by The Hague Court would have made the nuclear policies of US, Russia, China, Britain and France illegal. If such a judgement was made and implemented, India would have no objection to signing the CTBT. The World Court has no powers to enforce its "advisory opinion" even if it did rule against the threat or use of nuclear weapons.

India remains convinced that complete elimination of nuclear weapons will promote global security. But this objective cannot be attained in the present world order which demands a policy of nuclear "arrogance" for the five and a policy of nuclear "submissiveness" for the majority of the weaker nations that are not shielded by the nuclear umbrella. India has also warned against the clandestine transfers of nuclear weapons technology. It is an open secret how Pakistan's nuclear weapon programme was built up with the massive help of China.

Said Ms. Arundhati Ghose, India's Ambassador to the Conference on Disarmament in Geneva in 1996: "Countries around us continue their weapon programme, either openly or in a clandestine manner. In such an environment, India cannot accept any restraints on its capability if other countries remain unwilling to accept the obligation to eliminate their nuclear weapons."

As the largest democracy in the world with a population next to China's and with Pakistan under military rule for more than 25 years and having gone in for another spell of army role and with a 'live' border dispute with China, India can illafford to abdicate its own vital security responsibilities. How prophetic have been the words of Ms. Arundhati Ghose. Just a month after Pokhran II, Pakistan exploded its nuclear bomb. Had not India acted well on time, it would have been caught napping. The humiliation of 1962 when the Chinese troops invaded India even while cries of Hindi-Chini bhai bhai were renting the air would have been repeated right now. If the five nuclear weapon states feel that they must have nuclear weapons for their national security, india, still keeping alight the flame of democracy, surrounded by an environment not so friendly, has every right to follow its own sense of judgement

and mature wisdom on how best to defend its own freedom, sovereignty and great values. Her stand on CTBT is unambiguous: "We cannot accept that it is legitimate for some countries to rely on nuclear weapons for their security while denying this right to others."

What is the present status of CTBT? Over 150 countries have already signed the CTBT and 23 have ratifled it. The two countries to ratify CTBT last year were the two nuclear weapon powers, France and UK. Fiji was the first country to ratify the CTBT (i.e., in 1977). Among the countries that have ratified CTBT are: Austria, Czech Republic, France, Fiji, Japan, Micronesia, Mongolia, Peru, Qatar, Slovakia, Turkmenistan, UK and Uzbekistan. Six of the 23 countries that have ratified the Treaty are from those 44 States listed in the Treaty whose ratifications, including that of India, are necessary for the Treaty to enter into force. It has been observed by experts that the clause in the CTBT that India, Pakistan and Israel should sign and ratify offered the US "a ready and convenient excuse" not to ratify. The Treaty in its present form has also given US enormous opportunities to conduct advanced computer high-techbased sub-critical tests with the rest of the world knowing little all about it.

The states that have not signed the CTBT include Botswana, Libya, Mauritius, Nigeria, Sierra Leone, Somalia, Sudan, Tanzania and Zimbabwe in the African region, Yugoslavia in Eastern Europe, Bahamas, Barbados, Guatemala, Guyana, Cuba, Trinidad and Tobago in Latin America; Afghanistan, Bhutan, India, Iraq, Lebanon, Oman, Pakistan, Saudi Arabia and Syria in West Asia and South Asia; Malaysia, Singapore and North Korea in South East Asia and Far East.

One might be tempted to ask that if advanced countries like Canada, Germany, Norway, Sweden, Switzerland and Japan have repudiated nuclear weapons status and signed the CTBT, what is that which prevents India from signing the CTBT. The countries mentioned enjoy either full security or face no threat from anywhere. Canada, Germany and Norway, all members of the NATO, are under the American nuclear umbrella. In case of a clash with either China or Russia, Japan will get the nuclear protection from the US. Sweden and Finland have had no war with Russia in recent times and Switzerland has the distinction of being neutral even during times of war.

But India is a class apart. It has had four wars (including the latest Kargii War) with Pakistan and a border war with China. A part of Jammu & Kashmir has been in Pakistani occupation for more than five decades and it has been the pet obsession of the Pakistani rulers, civilian and military, to seize the remaining part of Kashmir through proxy wars, open hostilities and even threat of nuclear blackmail. And we have lost thousands of sq. km territory to China, burgeoning as a military and economic giant. And we are not aligned with any bloc or alliance and should go it alone to employ every means possible to defend our integrity and sovereignty.

India which has taken up the cause of world peace and nuclear disarmament more stridently than any other country from the days of Jawaharlal Nehru will be the last to use nuclear weapon against any country. But that does not mean it should not have the ultimate weapon to defend itself when subjected to nuclear blackmail. It is debatable whether atomic weapons would have been used against Japan, if the latter had also possessed them. If one accepts the American dispensation of nuclear deterrence, the world would not be observing the Hiroshima and Nagasaki anniversaries. The deterrence thesis apart, India too has a right to self-respect just as USA, China and Germany have. India cannot be buildozed into giving up its right to dignity by those who are determined to keep theirs—even to the extent of pushing the nuclear button!

# competition

# SUPER BRAIN SUPER PERSONALITY CONTEST 2000

Bis present here the FOUR PRIZE WINNING ESBAYS (Avcerded let Prize) under the Super Bruin Super Bernanality Contest 2008. The Mr. Intellectuals of Contest-5 are Mr. Alok Bahru and Mr. K. Nandakouse Bis Sh. Ma. Intellectuals of Contest-5 are Ms. Swati Makajan and Ms. Payal Mathur.

## Elections '99

The mother of all elections and India's last general elections of this millennium-Elections '99 proved to be a turning point in the history of polls giving a lesson to the leaders as well as parties 'never topple a democratically-elected government when it is functioning smoothly.' It took an exact one month to decide who will lead the fortune of one billion people in the new millennium. Though most of us were anticipating the emergence of another hung Parliament and equally precariously perched State Assemblies, the Indian voters proved their political maturity by giving a crystal-clear verdict.

Elections which were no less than a festival earlier in the country faced lukewarm response this time if voters turnout of 58.30 per cent this year compared to 61.97 per cent 1998 is any indication. With millions of voters in the age group of 18-35 years already frustrated with Indian debacle in the World Cup cricket, hardly was any interest left for the politicians who often turn a deaf ear and blind eye to the miseries and distress of the nation.

The fall of 13-month BJP-led government of Mr. Atal Behari Vajpayee by a solitary vote in the Lok Sabha in the vote of confidence in the parliament paved the way for fresh elections as no other party was in a position to form an alternative government. It was a political drama with an element of moral bankruptcy unfolded by 'ambitious' leaders like Ms. Jayaram Jayalalitha, Mrs. Sonia Gandhi and Ms. Mayawati. People of India silently watched the dirty game in which the smoothly-running Vajpayee government was toppled. And the 12th Lok Sabha, constituted on March 10, 1998 was dissolved on April 23, 1999 by President, Mr. K.R. Narayanan.

It was a Herculean task for Election Commission to conduct free and fair polls in the biggest democracy of the world. The Election Commission accomplished this mammoth task satisfactorily though it was not as easy as it came out. The general elections in which 600 million



Alok Bohra

FIRST PRIZE WINNER OF CSR SUPER BRAIN PERSONALITY CONTEST 2000 (5): TOPIC 1

Mr. Alok Bohra has done B.E. (Civil) from J.N.V.U., Jodhpur.

Mr. Alok Bohra is the first prize winner of Topic 1 and has been adjudged the MR. INTELLECTUAL OF THE MONTH. He is entitled to participate in the remaining stages of the Super Brain Super Personality Contest 2000 as well as receive other prizes.

Congratulations, Mr. Alok!

voters exercised their franchise required 4.5 million full time personnel, setting up of 8 lakh polling stations and the enormous amount of Rs. 850 crores. It was even more difficult to conduct impartial elections in militancy-ridden Jammu and Kashmir, Nagaland and lawless Bihar.

Counting commenced on October 6, and within three days all the results came out and the new government took charge on October 13, 1999.

Along with general elections simultaneous Assembly elections in the States of Karnataka, Sikkim. Andhra Pradesh, Maharashtra and Arunanchal Pradesh and assembly bye-elections in eight States were held. In these elections almost six crore voters in 65,000 polling stations of 46 constituencies used electronic voting machines. Though the Election Commission sought the help of Central police and paramilitary forces for conducting peaceful elections, violent incidents and booth-capturing incidents occurred which claimed around hundred lives including a BJP candidate from Ananthag

constituency in Jammu and Kashmir.

Comparative analysis of Poll-98 and Poll-99

Year	1998		1999
Electorate (in crore)	60.59		62.04
Elective seats	543		543
Voter Turnout	61.97		58.30
Polling stations	773494		773708
Expenditure (in crore)	Rs. 666	•	Rs. 845

It was perhaps the first election when verbal comments went beyond the purview of decency during the campaign by different political parties. The gauchenes of politicians which the guilible voters usually saw on their television sets came live to them in the election campaign when the politicians lambasted each other using unparliamentary language without any hesitation. It was for the first time in the political scenario of India when personal vilification dominated the entire election

campaign. Since the contest was mainly between the BJP and the Congress, their leaders Mr. Atal Behari Vajpayee and Mrs. Sonia Gandhi respectively, were the main victims of the verbal attack. Though a code of conduct exists which urges the contestants to focus on issues rather than personalities, politicians with an attitude of 'I care a damn', resorted to washing the dirty linen in the public. It was a shameful campaign in the history of democratic India, where women and senior citizens (who have been adored with great respect) fell prey to calumny of their callous counterparts.

The contest was mainly between National Democratic Alliance (NDA) led by BJP and allies and Congress and its allies. Besides there were more than 200 parties in the contest in comparison to a total of 56 parties in the first general elections (1952). This must surely be a world record—and not one of which India should be inordinately proud of. Most of these parties were regional and small ones with their influence ranging from one or two constituency to one or two states. NDA and Congress and its allies were the only national level alliance which were in cut-throat contest and along with them were the Left parties, Samajwadi Party, Bahujan Samaj Party and NCP etc. claiming for a so-called strong Third Front.

BJP's prudent leaders had realised that it wasn't possible for them to expand their ideology further prompting them to form an appropriate alliance with regional parties to seek pure majority in the parliament. They abandoned their controversial issues of Ram Mandir. abolition of Article 370 and uniform civil code. Its manifesto promised for 33% reservation for women, rural development and fruitful economic programme. But the key issues were Kargil war and efficient leadership of Mr. Vajpayee who handled the Kargil War successfully literally accomplishing the Operation Vijay. Undoubtedly, the BJP-led National Democratic Alliance (NDA) found such issues as plus points to project the image of the Alliance. At the same time, NDA leaders attacked the Congress President, Mrs. Sonia Gandhi on the issue of her foreign origin and for accepting Indian citizenship quite late. Moreover a well- planned media campaign along with their think-tanks successfully transformed the Vajpayee-Sonia contest into a swadeshi vs videshi contest made their path more easy.

Mrs. Sonia Gandhi's foreign origin became the contentious issue to such an extent that it paved the way to the exit of Congress leaders like Mr Sharad Pawar, Mr. P.A. Sangma and Mr. Tariq Anwar who questioned the legitimacy of Mrs. Sonia Gandhi to project herself as a Prince-ministerial candidate, leading to the formation of Nationalist Congress Party (NCP).

The Congress which was in the process of rebuilding, relied entirely upon Mrs. Sonia Gandhi's charisma for its success. Though inexperienced, Mrs. Gandhi proved that politics was in her bloodstream. Apart from wooing dalitmuslim vote bank promising reservation of jobs for Muslims, Congress did not rusts from the temptation of

attacking Mr. Vajpayee in persisting with sugar deal with Pakistan despite Kargil War.

The other parties which were mostly regional ones, stressed on the regional issues. Besides, parties like Samajwadi Party, Bahujan Samaj Party, Congress-splited Nationalist Congress Party and Left Parties were hoping for a hung parliament so that they could enjoy a prominent role in the formation of new government. Their campaign was more or less restricted to condemn both BJP and Congress with hardly any constructive programme.

These elections can apily be recalled as the dirtiest elections in the Indian history. Apart from personal vilification, party hopping, violence, providing liquors to poor voters, booth-capturing, caste-politics and nepotism were also prevalent in these elections. The Election Commission banned the publication of Exit polls. However, a five-member division bench of Supreme Court decided to cancel the restrictions. The Opinion polls conducted after this decision were also not free from controversies. Whereas the Lokniat-CMCR IMS poll predicted for a hung parliament and Congress as the single largest party, the CMS-Outlook, India Today and Times of India indicated a NDA victory by a narrow margin.

The results came in a dramatic way indicating the political maturity of Indian citizens in democracy. The people of India gave mandate to Mr. Vajpayee to shoulder the responsibility of running the mankind's largest democracy and the second most populous country and to lead them in the new millennium.

Notwithstanding the clear-cut verdict in favour of the NDA, the parties in the Elections '99 campaign did not address many key issues and problems which common Indian masses are facing. Even the debate on issues of common welfare were conspicuous by their absence. Nobody talked for eradication of endless problems viz. poverty, population explosion, unemployment, illiteracy, social tension, rising cost of living, infrastructural lacunae, failure of administration, bureaucratic red tapism, adulteration, rampant corruption, regionalism, communalism, drug addiction, child abuse, bonded labour and many others.

The politicians claim that they have received a shredded verdict from public. They are too ignorant to understand a verdict which is crystal clear. People have kept in mind efficient leadership, Nuclear Power, Kargil, giving a marginal majority to Mr. Vajpayee. The verdict clearly presents the feeling of the voters and that is, the people do not want to be ruled by a single party. The voters have dug out the Congress from grave because they don't want an opposition-less government. Since last three elections which have occurred in a span of three years, the message of the voter is clear. All of you joins hands and develop an art of work for the betterment of nation. The same message is conveyed again from Election-99 and hopefully this time it will be understood and implemented.

# Whither Indian Democracy

When Winston Churchill remarked, "Democracy is the worst form of government, unfortunately we do not know anything better," he was not merely enjoying a paradox. He was underlining the fact, derived from historic experience, how difficult it is to successfully work a democratic polity!

People in India, who revile against the perversions of

Indian democracy since 1950, when free India declared itself a Sovereign Democratic Republic, should realise that it is nothing short of a miracle that our country—a bewildering diversity of languages, religions, ethnicity and regional history—has preserved the basic framework of democracy as bequeathed to us in 1950 in a fairly good shape. This is all the more significant in the light

of what has happened in most of the countries which got their freedom after World War II, including our post-partition neighbour, Pakistan. In many countries, including Pakistan, military rule became the alternative to democratic regime. India is perhaps the most notable exception where the Army, while serving effectively to maintain external and internal security, has scrupulously kept out of politics.

But a look at the political and social history of the past five decades would reveal that our democracy has faced many challenges. Since independence, each year has appeared worse than the previous one. Prof. Galbraith's description of India as a 'functioning anarchy' is now astonishingly precise. Our country is fast deteriorating to become the "Wild West." In fact, the present situation makes one wonder if the country has any Constitution or laws at all. The age-old, wellrecognised rules governing democracy have been consigned to the dustbin and the institutions

meant to safeguard the democratic fabric were devalued. All the right thinking people must be wondering whether this is the democracy we gave to ourselves.

prizes.

A democratic republic, which is what our Constitution aims to build, is one in which the worth of the individual is not submerged in the collective will but sustains it. In such a polity no man may walk on crutches or regard public business as no concern of his. Every citizen must remember that if matters go wrong with the State it is he who is ultimately responsible. He must, therefore, not only acquire by study enough familiarity with the working of the Government through which democracy functions, but also understand the basic problems which have to be tackled if the good life is to be realised here and now.

## Bleak Political Scenario

The present political scenario in our country is pathetic. Politics has become tattered and tainted with crime. The quality of our public life has slipped to the nadir. The moral standards of our politicians, policemen and criminals are indistinguishable from one another. In large parts of the country, the Government simply does not exist. Mafia gangs terrorise and rule; even the thin dividing line between the politicians and criminals has disappeared giving rise to criminal-politic nexus. Politics has been criminalised and crime politicised. If, earlier, the criminal sought the protection of the politician, now it is the politician who needs the protection of the criminals or the two have become one and the same person. Governments have lost their credibility, legitimacy and even their representative credentials. The people have lost faith in political parties and in the promises of their leaders which have proved to be hollow.

## Need For Electoral Reforms

Free and fair elections constitute the foundation of parliamentary democracy. The framers of the Constitution have given a foolproof electoral mechanism to ensure free and fair elections. However, several factors including—



K. Nandakumar FIRST PRIZE WINNER OF CSR SUPER BRAIN PERSONALITY

CONTEST 2000 (8): TOPIC 2
Mr. K. Nandakumar has done
B.Com from Annamalai University.
Mr. K. Nandakumar is the first
prize winner of Topic 2 and has been
adjudged the MR. INTELLECTUAL OF
THE MONTH. He is entitled to
participate in the remaining stages
of the Super Brain Super Personality
Contest 2000 as well as receive other

Congratulations, Mr. Nandakumar!

increase in the use of money-power, reliance on muscle-power at the time of election, inciting the caste and communal prejudice in the voters and the misuse of official machinery—have shaken the foundation of the electoral process.

It is widely recognised that the whole electoral system has become corrupt, dishonest, divisive and exploitative. It is used for gaining power by hook or by crook. The only remedy in these circumstances lies in bringing about systemic changes in the polity and elections that offer no opportunity to the unscrupulous elements to play their nefarious game.

## Role of Opposition

The ruling party in a democracy is generally guided more by the lust for power than by the sincere desire to enhance the living conditions of the people. As the government becomes more powerful, the rights of the people are infringed upon. Consequently the institution of democracy degenerates. At the

juncture, it is the opposition that pinpoints lapses as well as the weakness of the people who constitute the government. It remains alert and puts check upon the erring Government. Opposition helps in making the people politically educated. All governments in every type of political system, seek to win for their nolicies the support or acquiescence of the population and a common man may live under illusions created by the ruling party's false propaganda vindicating its own actions and policies. It is the opposition that brings about the political awakening among the people. They will be able to evaluate the situation correctly. Sadly in India the opposition dons the role of playing negative game for petty political gains by censuring almost everything that the ruling party proposes to do. The Opposition's actions have been restricted to playing dubious roles in toppling the government as was the case in the fall of Mr. Atal Behari Vajpayee's BJP-led coalition government. Today, the constructive opposition which is one of the elements of democratic setup has whithered. Even in decisions taken on sensitive issues such as the signing of the CTBT, which concerns the national security, political consensus is hard to come by. Such typer of petty squabbles and dissensions in between political parties flout the very idiom and grammar of democracy.

## Independent Judiciary And A Free Press

The judiciary plays a very important role as the watchdog of our democratic constitution. Our society has devalued the judiciary, as it has devalued every other important institution. Instead of fortifying our judges against political pressures and threats, instead of insisting upon integrity and neutrality in judicial appointments, we have permitted the executive to enunciate and apply the stupefying doctrine that it is at liberty to supersede judges of fine stature and grit and appoint men who subscribe to the philosophy of the ruling party.

Press is the crucial link between the people and the government. The grievances of the people should be



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# SANJAY DANDEKAR'S LEARNT SOMETHING OF STUPENDOUS SIGNIFICANCE. THE WORLD CAN BE CONTROLLED BY A MOUSE.



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brought to the notice of the government and the government's policies should be made known to the public. It is the Press that keeps the people well informed about the working of the government. A common man does not have access to the information regarding the working of the governments. The investigative and informative functions of the media are necessary to combat every government's reluctance for transparency in governance, and to offset the sheer weight of its public relations machine. A government can only be held publicly accountable if people know what it is doing and if they have an independent means of testing official claims about its policies.

In this respect also, we can say that the Press of our times is misused, largely influenced by politicians for publishing fabricated news and hence is biased. The criticism by the Press several times proves to be nothing more than libel. Under such circumstances, Press can misguide the public and may prove catastrophic for the stability of the society. Therefore it is a must that they observe an ethical code of conduct.

## Voter Apathy

Presently there is a distressing trend in the Indian public life and that is the growing cynicism about politics and politicians among the people. The public do not even care to cast their votes at the time of elections. A host of factors such as low rate of literacy, apathy, unprincipled politics, lack of concrete effort on the part of the political parties in motivating the voters and local conditions in some parts of the country are being cited as reasons adversely affecting the exercise of franchise. The cure lies in instilling confidence in the voters, by laying the emphasis on moral values, parliamentary standards, administrative accountability, internal democracy in political parties, and clean administration.

Parliamentary democracy is not merely representative democracy; it is also participatory democracy. It means that the responsibility of the voters does not stop with casting their votes; it means continuous active involvement in the selection of the government. The common man should not be influenced by the promises made by the politicians and the parties. He should vote for the candidates who have got character and have the calibre and competence to deliver the goods. The voter therefore should be sufficiently educated to distinguish between a candidate who will keep his promises and the one who will leave him in the lurch after the elections. Till the optimum level of literacy is achieved, intensive voter awareness camps must be held under the aegis of the Election Commission all over the country to enlighten the voters about the value of the vote and the need to exercise the vote.

The greatest problem of India today is that its finest men—men of calibre and vision, knowledge and character are not in politics anymore. In the olden days, we had men and women of stature in our midst, individuals who were tempered and ennobled by the ordeal of the freedom movement. There was a semblance of morality in public life and the vulgarities of today were not even thought of.

In politics, as much as in economics, demand is an important influence on supply. We ultimately get what we strongly demand. "It's a funny thing about life," observed Somerset Maugham, "if you refuse to accept anything but the best, you often get it." This is equally true of democracy. If people refuse to accept any but the best citizens as candidates in elections, it would usher in the golden age of our republic. The Constitution has provided us with the shell of Democracy. It is up to us to invoke life into it. The Puranic legends of Creation speak of the Virat lying prone to the face of the waters. unresponsive to any of the lesser powers that entered. until at last the supreme Spirit entered and forthwith the Virat moved. We may regard that as a parable of our present political situation. The republic of Weimar in pre-Nazi Germany, drew up an admirable constitution which became waste paper because the republic had no fire in its belly. It is that fire, that energy of life that must be aroused in the dormant consciousness of the people if India is to build up into a fair, equitable and viable democracy.

## Light at the end of tunnel

With the prevailing political situation in the country it might seem that prospects for a radiant democracy are not very bright. But it is a wrong supposition. No institution can establish itself immediately: there are always certain primary obstacles and difficulties. Nothing demonstrated the vitality of Indian democracy so much as the complete rout of Indira Gandhi in 1977 after the herculean efforts she had made during the emergency to pervert the Constitution and perpetuate her regime. Equally, her return to power in 1980 showed that the Indian people will not be tolerant towards leaders who betray the trust reposed in them. Again Elections '99 has proved that the voters won't accept any idea of toppling a democratic government without any solid reason thereby reinstalling Mr. Atal Behari Vajpayee as Prime Minister of India. The Indian culture with its rich heritage and unsurpassable glory has given our people boundless patience and a secular attitude, two vital factors that are absolutely essential for making democracy stable. Therefore with the passing of time, democracy will stabilise itself in our country and this experiment of adopting democracy on such a large scale would be successful.

# **Knowledge Is Power**

\*Desire for knowledge is the path of honour, desire for wealth is the path of dishonour; Wealth is the chain that slaves wear, knowledge the kingly crown."

Knowledge is basically the accumulated body of facts, information and beliefs that are acquired through education and experience. It is the amassed thought and experience of innumerable minds.

Knowledge is the divine inspiration of God. God created

humans with equal brains, but it is the utilisation of brain and day-to-day added knowledge which make all the difference. Knowledge gives confidence to face this competitive world. It is the knowledge which makes all the difference between floating and sinking of a person's fortunes in this competitive world. It is the quest for knowledge, to learn, to question which is the mother of all inventions and leads to scientific discoveries.

(Continued on page 109)

## **ADMISSION NOTICE**

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# **Constitution Of India**

Prof. (Dr.) M. V. Pylee Former Vice-Chancellor, University of Cochin

## The President

The Constitution of India has adopted the British model of the Cabinet System of responsible Government. On the question of the form of Government, opinion in the Constituent Assembly was at first divided. There were those who advocated the adoption of the Presidential System of Government prevalent in the United States of America. But they formed only a small minority. At least one member pleaded for the Swiss form of Collegiate Executive which combined the merits of both the Presidential and Parliamentary Systems by providing stability and responsibility at the same time. As against these, the overwhelming majority was decisively in favour of the Cabinet stem of Government.

Since India is a Republic, the Constitution provides for a President of India and the executive power of the Union Government, including the Supreme Command of the Defence Forces, is vested in him. The Constitution prescribes only simple qualifications for a Presidential candidate. He should be a citizen of India who has completed the age of 35 years and is qualified to be elected as a member of the House of the People (Lok Sabha) No person who holds any office of profit under the Government of India or any State Government or local authority is eligible for election as President. But there are certain positions in the Government which are excluded from the scope of this provision. shese are the offices of the President, Vice-President, Governors and Ministers of the Central and State Governments.

The President cannot be a member of Parliament or State Legislature. Any member of a legislature who is elected as President shall cease to be such a member on the date he assumes the office of President. Further, the President is prohibited from holding any other office of profit.

He is entitled to have his official residence free of rent. He is also entitled to have such salaries, allowances and privileges as may be determined by Parliament. At present, his salary is fixed at Rs. 50,000 per month, besides various other allowances. His salary and allowances cannot be diminished.

## Election of the President

The President is elected for a period of five years by an electoral college which is composed of (a) the elected members of

Parliament; (b) the elected members of the State Legislative Assemblies With a view to ensuring uniformity of representation of the different States at the presidential election and parity between the States as a whole and the Union, the Constitution has prescribed an ingenious method. Normally it should have been possible to achieve this uniformity by the simple device of assigning each member of the electoral college one vote. Such uniformity would, however, have been invidious because in different States different ratios prevailed between the population and the number of legislators For example, in one State it may be one representative for every 50,000 of the population while in another the proportion may be one to 75,000 or more. The most populous State in the Union, Uttar Pradesh, has about 425 members in the Legislative Assembly for a population of over 139 mittion while Assam has 126 members for a population of about 22 million. That being so, the problem was to ensure that the votes will have a value in proportion to the population that the member represented

According to the special method devised to ensure this, each elected member of the State Assembly has a certain number of votes on the basis of the relation between the total number of the elected members of the State Assembly and the total population of the State. The number is worked out in the following manner: Divide the total population of the State, first by the total number of elected members in the Assembly, Divide the quotient obtained by the above division by 1,000. Fractions of half or more should be counted as one and added to the quotient which will be the number of votes each member or the Assembly will have in the presidential election.

The number of votes each elected member of Parliament is entitled to get in the presidential election is arrived at by dividing the total number of votes given to all the elected members of the State Assemblies by the total number of elected members of both Houses of Parliament.

The election is held in accordance with the system of proportional representation by means of single transferable vote. The voting at the election is by secret ballot. On the whole, this is a unique system of presidential election and one is tempted to ask what prompted the Constitution-makers to adopt such a system.



First, in view of the adoption of a Cabinet System of Government under which the President was to function as Constitutional Head of the State, direct election by the entire electorate as in the case of the President of the United States (in practice) was considered neither necessary nor advisable. Yet, it was thought desirable to have the President elected by as popular a body as possible. Both these purposes have been realised under the present system. The election becomes indirect and also simple when the electorate consists of only the elected members of the State Legislative Assemblies and Parliament. The elected members of the State Assemblies are themselves elected on adult suffrage. The House of the People (Lok Sabha) of Parliament is also elected on the same basis. The Council of States (Raiya Sabha) is elected by the State Assemblies which are also elected on adult suffrage. The electoral college is thus not only broad-based but substantially large in size

The most hotly contested presidential election so far was that of 1969. There were three principal candidates in that election: Mr. V. V. Ciri, Mr. N. Sanjiva Reddy and Mr. C. D. Deshmukh. When the first preference votes were counted, Mr. Giri obtained 4,01,505 votes, Mr. Reddy 3,13,545 and Mr. Deshmukh 1,12,76°. As no one got the requisite quota of 50 per cent plus one of the votes polled, second preference votes were counted. As a result, Mr. Giri secured 420,677 as against Mr Reddy's 405,427. Hence Mr. Giri was elected President. In contrast, in 1977 the presidential election produced no heat. It was uncontested and Mr. Sanjiva Reddy was elected unanimously.

The significance of an electoral college composed of not only the members of both Houses of Parliament but also those of the various State Assemblies needs emphasis. In an election where the Head of the State is chosen, if the members of Parliament alone participate, it is possible that a party that has a clear majority in Parliament can easily see its candidate elected. But when

the members of the State Assemblies also participate in the election, the picture is likely to undergo a substantial change. For it is quite possible that the party which has won a majority in Parliament may be in minority in many State Assemblies or even in most of them. Under such conditions, a party supported by a majority of members in Parliament will not by itself be able to get its candidate elected.

Although on paper the presidential election is a complicated process, in practice it is a comparatively simple process. Moreover, this method of electing the President seems to be much more in consonance with the federal principle than that which obtains in the United States where the President is supposed to be elected by the electors but, in reality, directly by the people. The election of the American President raises the greatest political battle in the world for the election of any Head of State. But in India, such a contest will pass off without a ripple of popular excitement. No doubt, it is a matter of all-India significance. And yet, since those who directly participate in it number just a few thousand (about 4,000), it passes off in a quiet, businesslike manner.

Although the President is only a constitutional Head of the State who has little effective power at his disposal, the office of the President carries with it great dignity and prestige. These are reflected in certain legal privileges which the President enjoys. Thus he is not answerable to any court of law for the exercise and performance of the powers and functions of his office. No criminal proceedings can be instituted against him nor can he be arrested or imprisoned during the tenure of his office. Even no civil proceedings can be instituted against him without, at least, two months' written notice regarding the relief claimed

Normally, the President's office becomes vacant in three ways: death, resignation or removal by impeachment. The Constitution lays down a detailed procedure for the impeachment of the President which is almost identical to that in the United States except for one major difference. In India, the charge may be preferred by either House of Parliament while in the United States the House of Representatives alone has the power to try the impeachment. The President can be impeached only for the violation of the Constitution, a form which is comprehensive enough to cover crimes such as treason, bribery and other crimes. Before the charge is preferred by either House of Parliament, the proposal should be embodied in a resolution moved after a notice of at least fourteen days. The notice must be signed by at least one-fourth of the total membership of the House. The charge shall be preferred only if such a resolution is passed by a two-thirds majority of the total membership of the House. Once the charge has been so preferred in one House, the other House will investigate the charge or appoint a special body for such investigation. If the result of such investigation is that the charge against the President has been sustained and to this effect a resolution is passed by the House with a two-thirds majority of its total membership, the President ceases to hold the office of the President of India from the date of passing of such a resolution.

When a vacancy arises in the office of the President owing to any one of the above causes, it will be filled by the Vice-President until a new President is elected. But the new President should be elected before six months clapse after the vacancy has occurred. When a new President is elected in this manner, he will hold office for the full term of five years. There is no constitutional bar against the President's reelection. Every doubt and dispute arising out of the presidential election shall be finally decided by the Supreme Court of India.

Under Article 53 of the Constitution, the executive power of the Union is vested in the President who is empowered to exercise it either directly or through officers subordinate to him. The list of powers is long and impressive, classified under three categories: Executive Powers, Legislative Powers and Emergency Powers.

### **EXECUTIVE POWERS**

The Constitution lays down that the executive power of the Union is co-extensive with its legislative power. The Supreme Court holds that it embraced not only matters upon which Parliament has already passed legislation but also those on which it is competent to pass legislation.

Since the President is the Head of the Union Executive, his executive power embraces the entire field of activities of the Union. He is the Commander-in-Chief of the Defence Forces and this ensures the subordination of the entire Armed Forces to the civil authority.

In addition, the President has vast powers of appointment. He appoints the Prime Minister and other members of the Council of Ministers and makes rules for the transaction of the business of the Government of India and for the allocation, among the Ministers, of that business. He appoints the Attorney-General, the Chief Justice and Judges of the Supreme Court and those of the High Courts, the members of the Union Public Service Commission, the Chief Election Commissioner as also two Election Commissioners, the Comptroller and Auditor-General of India. Ambassadors and other diplomatic representatives of India abroad, the Commissioner for the Scheduled Castes, Tribes, Backward Classes and Minorities, the Governors of States, the Lt.-Governors, Chief Commissioners and Administrators of Union Territories. members of the Finance Commission and of the Inter-State Council. In fact, every appointment in the Union Government is made in the name of the President or under his authority.

Under Article 72, the President is given the power to grant pardons. According to this, in all Court Martial cases as well as cases involving the breach of a Union law where a punishment or sentence is inflicated on any person, the President may grant pardon or any other appropriate mercy such as reprieve, respite, remission or suspension, or commutation of the sentence.

## **LEGISLATIVE POWERS**

The President forms an integral part of the legislative process in that, without his assent, no Central Bill can become law. He summons the House of Parliament, prorogues the House and may dissolve the Lok Sabha. He may address either House of the Parliament or both Houses assembled together or send messages to them. He nominates 12 members to the Rajya Sabha and may nominate two members of the Anglo-Indian community to the Lok Sabha.

Every Bill passed by Parliament must be presented to the President for his assent. He may withhold his assent or return to Bill to Parliament for reconsideration. He causes to be laid before Parliament the annual budget showing the estimated receipts and expenditure of the Union for each year. No demand for a financial grant can be made in Parliament except on his recommendation.

Perhaps, the most important legislative power of the President is his power to promulgate ordinances under Article 123. According to this, the President is empowered to promulgate ordinances, except when both the Houses of Parliament are in session, if he is satisfied that circumstances exist compelling him to take immediate action. A presidential ordinance has the same force and effect as an Act . ! Parliament. However, every such ordinance should be laid before both Houses of Parliament within six weeks from the reassembly of Parliament. Failure to comply with this condition, or parliamentary disapproval within the six weeks' period, will make the ordinance invalid. The President may also withdraw the ordinance at any time he likes.

## **EMERGENCY POWERS**

The President is empowered to declare an emergency either in any part or the whole of India, if he is satisfied that there is a threat of war or external aggression or armed rebellion threatening the security of the country. Further, he is empowered to declare an emergency in case of a breakdown of the constitutional machinery in any State of the Union. He may also declare, in case of a financial breakdown, a financial emergency.

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- A. My advice to all future aspirants is to choose their Optionals after due consideration and to prepare an exam strategy to get the best out of the limited time. But most important is to be mentally prepared and self-motivated.
- Q. Competition Success Review, the largest selling youth magazine in English, has been extremely helpful because...
- A. ...it facilitates in the preparation of the exams by providing relevant information in a capsule and is a great time saver for last minute brushing up. "Interviews with Toppers" are inspiring and provide useful insights based on personal experience.
- Q. What prompted you to choose Civil Services as your career?

  A. Civil Services offers you diverse
- A. Civil Services offers you diverse opportunities and challenges to get things moving. Besides, the constant interaction with people and exchange of ideas provide both mental satisfaction and service to a cause.
- O. How did your parents, family and friends contribute to your success?
- A. My parents provided me both guidance and moral support in my endeavours. My sisters adjusted to all my demands.
- Q. Had you not been selected in the Civil Services Examination, what would



"Competition Success
Review provides relevant
information in a capsula
and is a great time
saver for last minute
brushing up... The
interviews with Toppus
provide emulating
inspiration"

—Ms. Mugdha Sinha, IAS

have been your reaction? Which other service/career would you have gone in/ opted for?

- A. In that case, I had prepared myself to make a smooth transition to media.
- Q. How would you visualise your success?
- A. I am feeling very contented But I also realise the nature of the responsibility that I am required to shoulder.
- Q. What were your Optionals for the Civil Services Examination ?
- A. History and Public Administration.
- Q. What was your criterion for the selection of Optional subjects?
- A. History was the obvious choice since I had graduated in it. Public Administration interested me and I found it relevant.
- Q. How did you prepare for your Compulsory papers?
- A I had a very systematic approach. I collected all the relevant material beforehand and on the basis of last years' papers, chalked out a well crafted strategy for important topics and inter-related topics and updated them with current information.
- Q. Competition Success Review is the largest-read youth magazine in English. How do you visualise the role of this magazine in moulding the careers of the youth?
- A. It provides relevant information on various topics in a capsule, for various competitive exams. The interviews with Toppers provide emulating inspiration.
- Q. How did Competition Success Review help you in your preparation for the interview?
- A It offered relevant information on current topics. The section on "My Biggest Mistake" helped me avoid various

- shortcomings and pitfalls during the preparation for the interview.
- Q. What is your opinion about Competition Success Review?
- A. A magazine of repute comes in handy for preparation for several competitive exams. It also makes you aware of several career options and provides information on them.
- Q. What is your opinion about General Knowledge Today?
- A. A good current affairs reckoner. Its model test papers provide guidelines for preparation and practise
- Q. What do you think is the better way of preparation between selective, intensive study and wide, extensive study?
- A. It has to be a judicious mix of the two. I am not in favour of leaving out anything. During revision more time should however be allotted for important topics and others cursorily glanced over.
- Q. Is the pattern of the examination appropriate for selection? Would you recommend any improvement?
- A. Yes, it is. Though I personally feel that the Mains paper of Public Administration should not concentrate on only two or three topics but should be more broad based.
- Q. Do you feel that there should be no restriction on the number of attempts?
- A. No, I am in favour of restrictions on the number of attempts.
- Q. With the resumption of Essay paper in UPSC examinations, we are giving four senior essays every month. Is this focus-oriented, analytical feature helpful for the IAS aspirants?
- A Yes, such an analytical approach to essay writing will definitely be more useful for IAS aspirants, provided the topics are well-chosen.

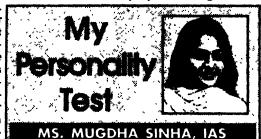
# Presence Of Mind And Confidence Paid

I was expecting an interview call and the news was a great relief and confidence-booster. I had exactly one month's preparation time. I was lucky because my dissertation which I was in the process of writing covered a very contemporary topic—the Nuclear Blast and American sanctions against India and Pakistan, the post-sanctions scenario, repercussions and the Budget. I went through the newspaper clippings and relevant articles in various magazines.

On the day of the interview, I wore a light blue saree and was simply dressed. I was not nervous but initially a little anxious. My anxiety was soon put to rest by the warm welcome given to me by the Board.

The interview began with a question about 'Lady Shri Ram' wife of Lala Shri Ram—the founder of the eponymous college where I

had studied. The other questions that followed, covered a wide range of topics namely—history repeats itself, whether India is in a position to fulfil its commit-



ments to the WTO, environmental legislations, qualities of an administrator which I should possess. A lady member asked me on women's lib, empowerment of women, reservations for women and an environmental policy for Delhi. The last two questions were on rural areas.

The most interesting point in the interview was a story on which a question was asked. The story goes thus: "A father and his son were travelling in a car which meets with an accident. The father dies on the spot and the son has a brain haemorrhage and is taken to the hospital where the doctor refuses to operate on him saying "He is my son, I cannot operate upon him. Comment." After a few seconds, I answered, in all excitement, that she was his mother and a lady doctor which put the panel in guffaws of laughter. I was happy at my presence of mind.

happy at my presence of mind.

I found the board very encouraging and warm. In fact during the interview, the chairperson even complimented me once on my confidence. More than your knowledge, it is a very general interview, testing your personality, your aptitude and approach towards life.

# My Philosopher And Guide

We are pleased to publish here a letter from Ms. Mugdha Sinha, IAS Topper 1999 (8th Rank) and wish our aspirant readers a similar splendid success.

The Editor Competition Success Review 604 Prabhat Kiran Rajendra Place New Delhi-110008

Dear Sir.

It gives me great pleasure to share my achievement and happiness with CSR. Indeed in more ways than one this magazine has been instrumental in goading me towards my goal, right through my formation years.

It was during my school days that I became its avid reader, so much so that one of my school friends penned an autograph for me thus—"hoping to see you on the front page of CSR." I have also participated in its various essay competitions and won prizes. In fact, for me CSR has been synonymous with my quest for excellence. The interviews with toppers provided both inspiration and ideal role models for emulation.

My Sest wishes to all its aspirant readers. In this context, it would be apt to mention your own words: "If you can dream you can achieve". With Best Wishes.

Muqdha Sinha, IAS

## I Did Not Complete Statistics Portion

Perhaps my only biggest mistake was that, that I did not complete the statistics portion of the General Studies paper. Since I am not with the mathematics background,

I was advised by my friends to finish the statistics portion first and then take up the rest of the paper. Personally, I found the section very time-consuming. In this year's (1998, Mains) statistics



paper, a good time-saving question on the pic diagram was also missing. Having begun first and not being able to solve the questions in the allotted time and having to

do the rest of the paper disturbed my time schedule. I feel I could have done better in General Studies l'aper I, had it not been for Statistics. One must never take Statistics

lightly, especially those from the non-mathematics field, as it can tilt the scales heavily in either direction.

In spite of the fact, that I have got through, there is always

scope for improvement. As for the other stages of the exam, I was fairly satisfied with both my preparation and performance.

## **Bio Data**

- Name: Mugdha Sinha
- Educational Qualifications: M.Phil (Diplomacy) JNU, New Delhi.
- □ School: St. Patrick's Junior College (CJM), Agra
- College: Lady Shri Ram College And Jawaharlal Nehru University.
- ☐ Any Award, Gold Medal and Scholarship Won: First Prize in CSR Junior Contest Essay in January 1995 on Abul Kalam Azad; Smt. Manorama Desai Prize for Best Student in History (1994-95); Principal's Prize for promoting Academic Ethos of the College (1992-93); Best All Round Student of St. Patrick's Junior College (1991-92); Ford Foundation Scholarship from JNU (1995-97); JRF from UGC 1998 onwards. ☐

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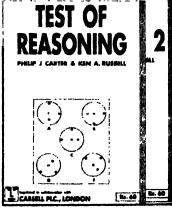


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# Who...What...When...Where...Why

### You Ask The Question — We Will Find The Answer

• How did the expression, "cut the Gordian knot", come into being?

--- I.P. Saxena, Allahabad (Uttar Pradesh)

The idiom itself means solving a problem the radical way. Gordian knot pertains to an intricate knot tied by Gordius, king of Gordium, Phrygia, and cut through with a sword by Alexander, the Great in response to the prophecy that whoever untied it would become the ruler of Asia.

Who was Le Corbusier?

-- P.M. Sreenivasalu, Tenali (Andhra Pradesh)

Le Corbusier (1887-1965) was a French architect and town planner, born in Switzerland. It was he who planned the city of Chandigarh. His buildings include the block of flats in Marseilles known as the unite d'habitation ('living unit', 1945-50). He was a pioneer of the international style and was influential both as an architect and as a theorist.

• What does the football term "free kick" denote?

—Hem Baruah, Guwahati (Assam)

In case of an infringement, play is resumed with a "free kick" by the non-offending team. The kick will either be direct or indirect depending upon the nature of the offence. A goal can be scored from a direct free kick without another player touching the ball, but not from an indirect free kick.

• What do we mean by 'predestination'?

-S. K. Srivastava,

Gwalior (Madhya Pradesh)
Predestination means that the
events of everyone's life are
determined beforehand by God,
and that free will is an allusion. It
was introduced by St. Augustine
(354-430AD) to the early Christian
Church.

• When was Aryabhata launched and what was its overall significance?

---M.L. Mehta. Rajket (Gujarat)

Aryablata is the name of the first Indian satellite launched on April 19, 1975. The 360-kg satellite was fabricated wholly by Indian scientists at Deenvo, Bangalore, in 26 months at a cost of Rs. 50 million.

The satellite was designated Aryabhata after the fifth century astronomer and mathematician Aryabhata of Kusumapura near Patliputra, now Patna, who laid the foundation of modern algebra, determined the parameters of the movements of various celestial bodies, calculated the diameters of the Earth and the Moon, and the importance of their movements around the sur.

• How is dew formed?

-P.R. Radhakrishnan, Perumbavoor (Kerala)

When the moisture is deposited in the form of water droplets on cooler surface of solid objects such as stones, grass blades and plant leaves, it is known as dew A clear sky, little or no wind, high relative

humidity and cold and long nights leading to greater radiation of heat from the earth for its cooling provide the ideal conditions for the formation of dew.

What are Upanishads and how many of them are available now?

-P. S. Chaturvedi, Varanasi (Uttar Pradesh

Upanishad literally means sitting near devotedly, and brings the picture of a sincere devotee learning from his gurn or spiritual master. The great Sankaracharya would however, describe the Upanishad as simply knowledge of God.

There are said to be 108 Upanishads ranging in length from a few hundred to many thousands of words, some in prose and some in verse. Of these, sixteen were recognised by Sankaracharya as authentic and authoritative. In his commentary on Vedanta Aphorisms, he included quotations from six. On the other ten, he wrote elaborate commentaries. It is these ten which, partly on account

of their intrinsic importance bu mainly, no doubt, because o Sankara's commentaries, have come to be regarded as the principal Upanishads. These ten Upanishads that form one of the vital bases of Hinduism are Isa, Kena, Katha, Prasna Mundaka, Mandukya, Chandogya Brhadaranyaka, Attarap anc Taitteriva.

• How lethal were the atomic bombs dropped in Hiroshima and Nagasaki?

> —Jaswant Singh Ludhiana (Punjab

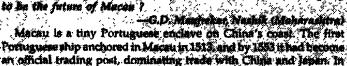
The two atom bombs dropped on Hiroshima and Nagasaki by the US in 1945 each had ar explosive power equivalent to that of 20,000 tons (20 kilotons of trinitrotoluene, called TNT The bomb dropped on Hiroshima code named "Little Boy" was 10 ft long and weighed 9,000 lb.

How versatile was the famous Italian artist Leonardo da Vinci?

—M.A. Abdul Karim, Calcutta

Leonardo da Vinci (1452-1519) was a painter, architect, philosopher, poet, composer, sculptor athlete, mathematician, inventor and anatomist. This universagenius was only equalled by

another towering figure of the Renaissance, Michelangelo. Leonardo was years ahead of his contemporaries in many fields. In scientific research, he disregarded what had been found before and accepted only what he could observe and test for himself. In painting, he used new materials and produced some wonderful works, like the Morla Lisa and the Last Supper. He was obsessed by nature and loved to draw animals, fishes and birds, chiefly because he was fascinated by their movement. And since he was also a skilled engineer, he thought a lot about adapting these movements to machines, and thus dreamed up the idea of aeroplanes and submarines.



Bong Kong became a part of China in 1997, and taket is going

Portuguese ship enchored in Macau in 1513, and by 1553 it had become an official trading post, dominating trade with Chine and Japan. In 1845 the Portuguese declared Macau a free port, in 1887 they signed a treaty under which China recognised Portugal's rule over Macau and its two islands, Coloane and Taips, and in 1951 they proclaimed Macau an overseas province.

As the Communists swept to power in 1949, they denounced the treaty signed in 1887 as "unequal". The Lestist revolution in Portugal

in 1974 that overthrew what remained of the Salazar dictatorship paved the way for the decolonisation of Portuguene possessions in Africa and Asia. Lisbon offered to return Macan to Beijing, but China was preoccupied with its own Cultural Revolution and refused. If has now been agreed that the oldest surviving European colony, Macau, will become part of China on December 20, 1999.

Gambling is still the mainstay of the economy of Macan which has just a



Tourists at Largo de Senado. a town square in Macau

population of 400,000. The nine casinos—run by a single licenses, Hong Kong-born Stanley Ho—generate half the tax revenue and account for a fourth of Macau's \$5.7 billion gross domestic product. Ninety per cent of the population of Macau are Cantonese Chinese who follow Buddhiam. However, politics and the civil service are dominated by the Macause (Fortuguese-speaking Burasians) and Portuguese expatriates.

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competition success

# FINION FAILURENT TRENDS

predicted the future of style and glamour in the coming Millennium. Glitterati and its indomitable chief Nancy Lulla laid on a super show of garments designed by ten top designers of India – all of whom favoured the simplicity of white combined with embroidery, sensual lines and gorgeous fabrics. The designers used shimmering lame, lace, tissue net and viscose fabrics combined with jali work, crystals, beads, silk embroidery, crochet work and zari work. Many of them – Salim Ghauri, Jay Ramrakhiani, James Fereira, Meera and Muzaffar Ali (Kotwara), Neeta Lulla – worked with white and pastels as well as maroons and navy blues as



ne woman who could have made the most of Shekhar Kapur's present global success and media hype is his young wife, Suchitra Krishnamurthy-Kapur or Suchitra K as she styles herself. But true to her young and indomitable spirit, she prefers to stand on her own shapely feet and make it on her own in the profession of her choice, namely pop music. Now basking in and thoroughly enjoying the stupendous success of Shekhar's film *Elizabeth*, Suchitra still feels proud of *Zindagi*, her recent successful music album made with Andrew Lloyd Weber. This album, she says, has given her a taste of working with international celebrity artists and the discipline with which work is done at this level holds her spellbound. "Soon, I am planning to do an English version of this album," she says, "This will be for the international market."

Having been associated with show business from the age of five, she is comfortable in any medium of communication but after a good deal of experience, she has chosen music as her career and will probably make her future career in this field. "I was on the stage at the drop of a hat in my childhood. I could sing, dance, talk or play any role on stage from that age because I was born an extrovert with confidence. I never had stage fright. My sister and mother preferred classical music, I turned instinctively to Western music just to be 'different'. Though the heritage of classical music was given to me during five years of training, I used it to enhance my skill in Western style singing. Basic music training is useful for any kind of singing because one's voice becomes fluid and meliifluous with such training.

"At 15, my first commercial media assignment was *Chunauti*. But I continued to sing. At 19, I auditioned for and won the main role in *Kabhi Han Kabhi Na* with Shah Rukh Khan. In 1994, I went to see Shekhar (Kapur) to ask for work. I liked him instantly and soon, we were both involved in a relationship. Of course my family had objections because of the big age gap. I was 21 and Shekhar was almost double my age But now, my family adores him.

"I believe in my talent and I am confident that I will find my own success through hard and consistent work. Success has to come when I work with dedication. I know there are missed opportunities but I don't cry over spilt milk.

"When I married Shekhar, I had great faith in his love and his work culture. I am pleased with his present success and am thoroughly enjoying it as his wife. In future, we may live between Mumbai and Los Angeles and be separated for long months at a time but as long as our marriage is strong, we can go ahead with our own lives. He has been very caring and I love him for his gentle nature.

"My eyes are now set on the international music scene. Zindagi happened by chance. Shekhar and I were with Andrew Lloyd Weber and he asked me to sing. When he heard me. Andrew said that we should do a project together and Zindagi, the result of this meeting, has been a success. We may do more work together."

Suchitra Krishnamurthy-Kapur, now in the limelight as Shekhar Kapur's wife, dreams of her own international success and lots of babies...

by Vimla Patil



Suchitra wants 'a truckload of children' some day. She loves children and welcomes the concept of motherhood for herself. "But right now is not the time," she says, "Too many things are happening too fast today. Both Shekhar and I should feel comfortable with parenthood, make the most of our opportunities, see success and then have babies. I am twenty six and there's enough time ahead for this dream to become reality."





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To participate you need to be in the age group of 18 - 25 years. You should also be 5'-4" (162 cm) or more in height. Please send your bio-data mentioning your name, address, telephone and fax numbers with three colour postcard size photographs, one front close-up upto waist and two full length in trendy outfits (Western and Indian ethnic). Please also write-your date of birth, height, vital statistics, colour of eyes, colour of hair, etc., along with details of your extra-curricular

activities/achievements which include debates, elocution, dance, music, sports and other talent-related activities.

Your entries should reach us on or before 10th December, 1999 by registered post/courier only. Please mark the envelope as CSR SUPER PERSONALITY 2000 and send it to Competition Review Pvt. Ltd., 604 Prabhat Kiran, Rajendra Place, New Delhi-110008.

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CSR SPECIAL

## Interviews: How To Succeed

**Judy Skeats** 

All of us have to undergo the process of interviews before we land a job. Competition Success Review is provid to serialise for its readers Judy Skeats' celebrated international best-seller, 'How To Succeed In Interviews' to acquaint you with Interview Techniques, Assertion Skills, Psychological Tests and Body Language – essential features for success in any interview or personality test.

### AFTER THE INTERVIEW

### Analysing your interview performance

After the interview is over, you should review your performance as soon as possible, before the impressions and memories fade. Make a list of the items that strike you as important; include any answers to questions which you gave especially well and answers where you had that uneasy feeling that this was not quite what the interviewer was looking for. Keep notes, because the awkward questions may arise again and this will give you an opportunity to think of a more aptly phrased answer or to put your case slightly differently. Similarly, you should keep a note of questions where you thought that your answer expressed the situation exactly as you wanted to. Keep this with your file of job applications so that you can refresh your memory before another interview, if you have one. It is important to do all this whether or not you are successful in the interview. The notes may well be useful in the future.

If you are unsuccessful in your application and interview, you should attempt to find out why. Once you have analysed your interview vourself, go back to the Interviewer if possible and ask for his opinion. Remember that the interviewer could find your approach threatening, in which case you will be unlikely to get the truth. Write politely thanking the interviewer and saving how much you were interested in the position. Try to say something nice about the company and keep your letter short and chatty. Make it very clear that you do not wish to challenge the decision but that you would very much appreciate some feedback on the reasons why you were not successful on this occasion. If the interviewer refuses to discuss it, then you must accept this. You may wish to ask him to keep your details on file though, for future vacancies.

By making it very clear that you do not wish to question his judgement, you will be ensuring that you seem professional. If another post arises within that company, you amore likely to be considered if you have stuck to these principles. There is also an outside chance that the successful candidate may refuse the position or stay only a short while, and if you were the second choice, you may be offered the job later, provided

that you have not criticised the interviewer. If you contact the interviewer in this way, it also serves to prove that you are still interested in the post. Following up like this does take courage. It is easy to feel that it was traumatic enough going through the interview (and some people do feel very deflated by baring all their strengths and weaknesses in the interview only to be told, as they see it, that they are not good enough. However, this stage is important, if you seriously want to do better next time, and hopefully to secure the offer of the job, so do follow up in this way afterwards.)

If you can, telephone rather than writeyou are hable to be given fuller details if the interviewer is not committed to writing. If you find that he/she is constantly busy and you are unable to get through, leave a message saying that you would like to talk about the interview. Make sure that whoever you leave the message with will also convey the fact that you are not challenging the decision, but are merely interested in tips on how you may improve your interview performance at the next interview you have, probably with another company. Do not insist that they call you back. Do not give the impression that you have no other ambition but to work for this company and that you will apply for every other post that is advertised - vou will be screened out immediately as the interviewer will feel that vou will only be a missance

You may want to flatter the interviewer a bit to enlist his help. Don't overdo it, but you do need to show that you would value his advice and will take it seriously. If the interviewer, starts to say something that he thinks will help and you argue to try to explain every politely that he got the wrong impression, he will just 'switch off' and give you no further help. If you have given him an incorrect idea or he has misunderstood, take note and ensure that you make yourself clearer in your next interview.

Never tell the interviewer that he is wrong, that he obviously had an 'off' day, that he has made 'he wrong choice or that you will sue him for malpractice. Do not assume that you were the best candidate; even if you are well qualified. There may be other factors which are also important, or the interviewer may consider that you were overqualified or too good for the job. (Candidates can be too good for a post; it is the interviewer's job to find someone who can do the work and who will stay with the

organisation, not get bored and leave because the work is too easy.) You may have appeared arrogant or may be completely the wrong type of personality for the job. Whether you agree with his judgement or not, it is important to know what is thought of you and how you are perceived by others. If you really believe that you were discriminated against, why forewarn him of your actions? Contact the relevant agency and take legal advice.

Writing to the interviewer's superior will also have a detriment effect. The interviewer will be furious and the superior is very unlikely to change his decision if only because the offer letter to the successful candidate would probably already have been sent. Most bosses will stick up for their staff and you may at best get a polite letter saying that they are sorry you are disappointed. At worst, you prejudice all your future chances with that organisation ; and do remember that interviewers change jobs too - you may find that he/she was moved to another company, just where another job you wanted to apply for is situated. Memories of your conduct at or after the interview won't fade.

Make sure that you have a notebook handy to take down the criticisms or pointers that the interviewer can give you over the telephone. If your analysis of the interview points to a particular weakness, you think you may have, do ask the interviewer about this and explore it. Bear in mind the fact that nobody likes to be too rude to somebody they are talking to, so the fault may be worse than he indicates even if it seems to be only mentioned in passing. Conversely, if the interviewer savs that it was a very close decision and that it is very difficult to help you much because you were very good in the interview, don't necessarily dismiss this as just flattery. It may well be true- in cases where the decision is close, it can often be very difficult for an interviewer to define all the precise masons. In that case, listen to his judgement of what your particularly strong points were.

It is very tempting to think that 'they just got it wrong' if you do not agree with the interviewer's analysis. Remember that he is likely to know more about the job than you do and that won have given him the impression about you. In cases where you have already been performing the job in an 'acting' capacity, try to find out whether your performance has been adequate so far or

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whether the job has changed. In many cases where this happens, the candidate may have been performing the job satisfactorily, but the organisation then wants to change the role or status of the job, so that the new incumbent will actually have different responsibilities. If this is the case, you will need to know and to be able to judge the situation to determine whether you require further training to help your future career, etc.

If you have received several rejection letters, don't despair. You have obviously been a good candidate or you would not have got is far as the interview stage. Follow up the advice given to you by the interviewers and try your role play or practice again. You can never cover every eventuality or be certain to be better than all the other candidates, but the more you work on your interview technique, the better chance you will have the next time.

Although you may have been rejected this time, do not immediately assume that your interview technique is at fault, particularly if your feedback from the interviewer suggests this. There are many reasons why candidates are chosen, which may seem unfair to the unsuccessful applicant. Choices between applicants who are all capable of doing the job may be based on such factors as your location (whether you can travel to work easily or not, whether the organisation will save itself the relocation expenses it may have to pay to the other applicants, etc.) There may be no way to avoid such factors, so accept them and realise that if this company considered you capable of undertaking the job, so should another.

If you have been successful and have been offered the post, it may still be worth finding out about your interview technique which will help you next time you wish to change jobs. It may also forewarn you if you suspect that in a panel, the decision was not unanimous.

### On offer of the post

When you receive the letter confirming that the post is offered to you, you can begin to negotiate on salary and conditions, etc. (provided that you have established that there is some scope for this). Do not negotiate before you receive the offer in writing, and do not hand in your notice to your present employer until you receive this. Even then you must note that offers are often conditional on receiving satisfactory references or medical reports. If you think that either of these is likely to cause problems, get in touch with the organisation immediately and explain. If you think that your present employer is likely to give you a had reference as they do not want to lose you, say so (though, despite the fears, few employers do this). Explain any potential medical problems and ensure that the interviewer understands that this will not materially affect your ability to do the work. If it does, you should have been honest about this at the interview.

Negotiate on salary only after the post is offered but before you accept in writing, otherwise it will be too late. The same applies to any other condition of employment that you wish to change. When you reply, make sure that you have not signed a contract without amending it to that effect and put a covering note in your acceptance letter. If the interviewer has said that 'they are sure that something can be sorted out' about your request for a higher salary, that you will be able to have a different sort of company car within six months, that satisfactory performance in the post will lead to automatic promotion in a year's time or that your holiday will of course be honoured, etc., but nothing is mentioned in your offer letter, make sure that your acceptance of the post makes these provisos (and refer to them as having been discussed and mutually agreed). If you do not do that, there is no way that you can insist later that these matters have been agreed, particularly if the staff in the personnel department change

Other things that you must confirm agreement about before you start the new job include

- the date on which you begin the job
- the starting salary
- the date on which your first increase in salary will be discussed, and arrangements be made for this
- whether the offer is subject to satisfactory references, medical reports, provision of proof of qualifications, work permits, etc.
- details of relocation arrangements, etc.
- details of probationary periods
  - details of company car, commission or bonus scheme arrangements, etc.

- details of other fringe benefits
- your contract of employment.

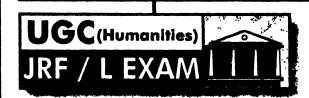
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# **Secrets Of Success**

### Success and Happiness

Becoming a leader, in the ultimate analysis, is only a means to an end and not an end in itself. You want to attain success by becoming a leader. If you have become a leader and continue to remain a leader, you have certainly attained success and the attainment of success or accomplishment of the cherished goal gives you the sense of satisfaction or sense of fulfilment and it makes you feel happy. In other words, you should remember that your efforts to become a leader are finally linked up with the ultimate goal of attaining success and happiness. A successful finding knowledgeable leader ensures that he attains happiness not only as a goal but also during the period when he makes the necessary efforts to attain success. In other words, you should feel happy not only when you have gained your goal but also during the period when you have been working for your goal. In other words, you must enjoy happiness while you work and you must also enjoy it when you gather the fruits of your labour and rejoice in your victory.

### What is Success?

Success in life, when you analyse in depth, is simply getting or gaining what you want. It is simply the realisation of your goal and the fulfilment of your want or desire. The correct answer to the question 'who is a successful person?' would be the individual who secures what he sets out according to his plans and programmes. The plans and programmes are important because there is no point in gaining something either when it is too late or at too much cost. Success will, therefore, have different connotations for different individuals. It depends on what each individual wants and at what cost. Success may also mean different things to the same individual at different times. The important thing is that you must get what you want, when you want it, as you want it. It may be earning millions of rupees a month or marrying the most popular film star or getting oneself chosen as the Prime Minister of the country. Different people want different things and at different times. Success and happiness are, therefore, directly linked to what you want at any given time and at what cost.

### Knowing What One Really Wants

The first requirement for leadership is, therefore, knowing well as to what precisely one wants. It is often possible that one may have soveral wants simultaneously. Further as one want is met, one hundred new wants may spring up in its place. Therefore, the

# IMPROVE YOUR PERSONALITY

leader aspirant should think clearly, determine his long-term and short-term goals and fix the order of priority for his different wants. One should also be careful not to develop wants which are in conflict with each other. If you wish to get promotion in your office, it is not advisable to take on part-time jobs elsewhere to augment your income. If you want to excel in studies, it is advisable to restrict the time that you would like to spend on recreation, particularly seeing films and the like. Knowing what exactly you want and thinking about your goal in clear-cut and definite terms help you to concentrate your mental and physical energies and efforts. Such concentration is very essential for success.

### Secrets of Success

The study of the lives of the famous, selfmade successful men all over the world and all through the ages highlights one very important leadership attribute. They all knew very well and were experts in the art of getting along with people. They knew admirably how to sell themselves to strangers and friends, their bosses, colleagues and subordinates, to their neighbours and to their family members, in fact, to everyone with whom they came into contact in their daily life both during business hours and during non-business hours. They had abundant knowledge as to how to kindle the interest and arouse the desire of the people, whether young or old, men or women, educated or uneducated, simple or otherwise. The significant fact is that your leadership is in terms of the other people with whom you have to deal directly or indirectly and they have to help you attain your goals or gain your wants. The greater their cooperation and help, the sooner will be your success and the larger your happiness.

If you cannot sell yourself to others, you will find it extremely difficult to accomplish your goals and realise your wants. All the other strong points which you might possess are no doubt important but without the ability to influence and motivate other people, you will find them going waste. In short, if you cannot sell yourself to others, you cannot win and lead. Since you have also to depend on other people to help you and cooperate with you so that you could lead, succeed, attain your goals and reap happiness, what you have alone and what

you can do all by yourself, are not sufficient. Success, then, depends, to a great extent, can what you say and what you do with your ideas, talents and gifts. Invariably, it is not merely what you know but what you do with your knowledge that determines your success.

You must market and sell your talents effectively so that people buy them willingly. The public will buy a mediocre product that is properly advertised than the perfect one which remains under cover. What you have, that is, the basic qualities and soundness of the product itself are certainly important, but these will not suffice. Your ability to influence others and motivate them to buy the product is more important. The secret of success, therefore, is the art of influencing people and winning their cooperation, goodwill, sympathy and help willingly, voluntarily and continuously. This secret you must learn well and practise well.

### Secret of Influencing and Motivating Others

What we have considered so far is primarily related to motivating ourselves and goading us into positive and determined action. In all probability, you already know quite well that your success is dependent on your ability to sell yourself and your ideas to others. What you are most interested in is how to do it, how to accomplish this magic, how exactly to motivate and influence other human beings? To know the answer to this question, stop for a moment and ask yourself what makes you listen to some particular individual accept his propositions? Why do you allow, yourself to be influenced by one person and not by the other? Why do you read this article and what makes you to spend your time reading these lines and not a sexy thriller? You must dispassionately and objectively think and analyse the facts and determine the true reasons. In the ultimate analysis, you will find that this article is serving your interests, it is meeting your wants, it talks about your requirements, it is concerned about your leadership, success and happir ess. Anything that concerns you, vitally affects you, appears to benefit you and contributes to your happiness.

You are only too willing to be interested in what applies to you and what applies to all other normal human beings. All of us are basically interested in ourselves. All of us have several needs or wants. We are eager and keen to satisfy our wants or needs. We eagerly listen to and do the things which, we are sincerely convinced, will help us in realising our needs and happiness. Therefore, when all you want in the world is the satisfaction and fulfilment of your

wants and needs, to gain these, you have first to think in terms of the other person's interests, wants, needs, desires, aspirations, ambitions, feelings, emotions, beliefs, faiths, opinions, views, psychopersonality characteristics and so on. It may appear contradictory and confusing on the face of it. If you want your wants to be met and goals to be achieved, why you waste your time thinking about other people, their interests, wants and goals? The answer is simple. You depend on others for your leadership and success. You have to motivate them and get their active, willing and eager cooperation. Hence you have to think in terms of their wants and needs first. The correct understanding of this basic principle is the first step in motivating and influencing people.

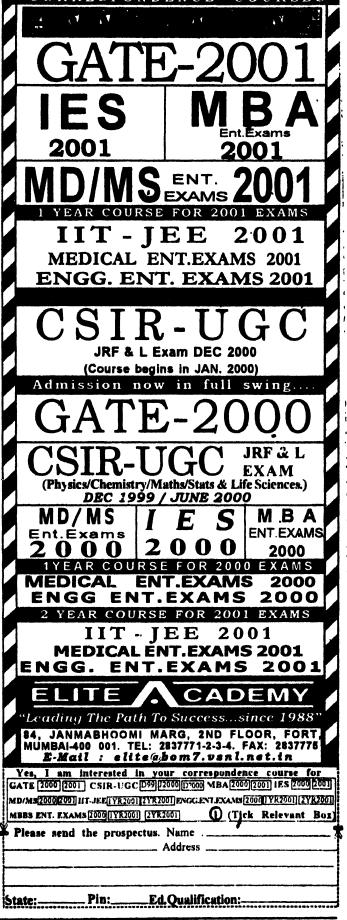
Ralph Waldo Emerson, the great American statesman and his son were once trying to force a calf to leave the barn. But the calf was not interested in moving and that was that. The father shouted and the son yelled, there was quite a bit of commotion, but the calf did not even budge an inch. Just then their maidservant, attracted by the noises, arrived on the scene and saw what was happening. She put her thumb in the calf's mouth and sucking her thumb it followed her out of the barn willingly and happily. It appeared it would have followed her to the end of the earth in that fashion. This incident narrated by Emerson in his writings proves the important principle of psychology for influencing and motivating others. You can make others do what you want if you stop to reflect and first understand what their needs are.

### **Arousing Interest**

The right way to get people do things the way you want is not to compel them, drive them, push them or pull them, or for that matter even beg them or entreat them. It is the most difficult thing in the world to make an individual do anything against his will. The sure way to antagonise an individual is to give him the impression that you are out to force or compel him to do something. Even young, innocent children resent, being 'made' to do things. The correct way is, therefore, to arouse a want in them and make them do, whether you want them to do willingly, happily and eagerly. We all know that we can take a horse to the water's edge but cannot yet make the horse to drink the water. The only way to make it drink is to ensure that it is first made thirsty. When it gets thirsty, it will, of its own accord, be eager and keen to drink. You don't have to lead it to the water. It would be quite willing to go in search of the water itself. The secret of motivation, therefore, lies in your ability to arouse the right kind of want or thirst in the other

The secret of getting what you want, therefore, lies in arousing a keen and intense desire on the part of the other persons involved to do what we are suggesting. To do this we must know as much as possible about what the other individual wants, what makes him thirsty, what makes him hungry, what makes him enthusiastic, what makes him get interested and involved. In other words, to accomplish your 'wants', you must tactfully convert them into their wants. For instance, Indira Gandhi wanted her party to be elected with over two-thirds majority to the Lok Sabha and herself chosen as the Prime Minister. However, she did not tell the voters that they should elect her simply because she wanted. Instead, she told the voters that their poverty should be eradicated. They should have social justice and economic prosperity. Their country should be made strong to deal effectively with the threat to its integrity. The voter should be properly employed and provided with necessary social amenities. In other words, she talked all the time about the wants, desires, requirements and interests of the voters. In order to get what he wanted, the voter backed Indira Gandhi and elected her party with nearly three-fourths majority to the Lok Sabha.

Hence, to get what you want, you must take an active, keen and spacere interest in the person. Study him, pay attention to him, speak to him, listen to him, help him and understand him. Think in terms of his hopes, ambitions, desires, aspirations, wishes, wants, fears, problems; day-dreams and so on. It is human nature that each individual first thinks of his own needs and problems. He is



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549/6, Gobindpuri, Kalkaji, New Delhi-110 019 (Counter Sales on Tuesday and Friday from 1 00 p.m. to 3.00 p.m. only) first interested in himself before he could think about others. Knowledge of this human nature and psychology should help you and make you to play down your 'wants'. Do not talk about 'I' but talk about 'You' always. You must play the game their way in order to get what you want. There is no other way. To lead and win, you must put the emphasis on how the other party will benefit, what he will receive and not on what you will get. The very first thing that the other person wants to know about any proposition you make is, "What I will get out of it?" Therefore, you must approach him from—the 'You' angle and not from the 'I' angle. Always stress and magnify the 'You' and play down and black out the 'I'.

Telling the other person of your wants will not make him hungry, thirsty, interested, keen or enthusiastic. The common man or the voter who was exercising his franchise and casting his vote, was not interested in Indira Gandhi becoming the Prime Minister unless it was bound up with his own interests, welfare, happiness and well-being. All those with whom you have to deal either at the office, college, department or outside, may not be interested in your becoming a leader unless it will mean something to them in gaining what they intensely want. To repeat, you must take sincere, keen and genuine interest in others, learn what they want and convince them that you could deliver the goods and you will find them selecting you and making you their leader, without yourself even mentioning it. The art of arousing this want on the part of others is called by different ways; some call it motivation, others as selling yourself and yet others as influencing people and winning them over to your way of thinking. All these means just this. You must talk and act in terms of the other man's interests.

### Ever Present Human Need

Every human being, whether rich or poor, high or low, educated or illiterate, leader or follower, is always and ever hungry and thirsty for one thing. That is the need to feel important. He wants someone to show interest in him and in what he does. He craves to be recognised and appreciated genuinely and sincerely. He wants affection, warmth and friendship. He desires for appreciation and understanding. He likes to be heard. He at once reacts favourably when someone displays a keen, sincere and genuine interest in him. This is a standing, continuing, insatiable, perennial or ever present hunger on the part of all human beings. It is not a seasonal demand. Forever and always, from birth to death, all through the day and the year, people crave for importance, recognition, appreciation and love. There are no exceptions to this natural inborn. human hunger and you and I share this nagging hunger. To become a successful leader, you must master the art of catering to the perennial hunger in the most effective way. You must satisfy this hunger and thirst fully to attain success and happiness by becoming a leader and gain your objectives. You must then start by taking genuine interest in other human beings. Learn to harmonise your needs with the wishes and wants of the other people. Think and talk of the other individual's interests. You will then certainly go places. You will win. You will lead in a very big way. You will be crowned with success, glory and happiness.

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# **Indian National Movement**

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### **Birth Pangs Of Freedom**

When India was made a party to the Second World War by the British, the Congress resigned from the provincial ministries on December 12, 1939. India got ready to wage the struggle for freedom to the finish. The slogan "Quit India" resounded throughout the country. People adopted all methods-violent and nonviolent—to overthrow the imperial rule. The communalists played their mischief and supported the government more than ever before. They joined together to pave the way for the partition of the country. Ultimately, India got freedom but with all the travails of a new birth. The orgy of communal riots and transfer of population left the scars on the body politic. Mahatma Gandhi was assassinated by a co-religionist for his campaign against communal madness.

The August Offer, the Cripps Mission, the Wavell Plan and the Cabinet Mission Plan followed by the Mountbatten Plan are the main milestones in the history of Constitutional Development of the country. In 1940, the Muslim League passed the Pakistan Resolution and, in seven years, it got it. The nation was divided, and it unfolded a new story of hatred and animosities, arson, loot, and murder. Secularism and communalism, nationalism and imperialism fought against one another. Imperialism retreated but left behind it the debris of a shattered economy and frayed emotions.

### Resignation of Congress Ministries

The Second World War started in September 1939. The fascist forces of Germany attacked Poland. Democracy was in danger. The political India had been always opposed to fascism and war. It should have thrown its weight in favour of democracies. But the British Government did not wait to consult India and made her a party to the war. It knew the political temper of the country. While India was ready to fight against fascism to protect democracy and freedom, it was demanding its own freedom for which imperialism was not ready. The Conservative Government in England was not willing to liquidate the Empire. In protest against the British double standards-denying freedom to people in India and waging war in the name of democracy— the Congress Ministries resigned from the provincial ministries.

The conflict between the British Government and the nationalist movement became open and sharp in the very first few weeks of the war India was proclaimed party to the war and the Governor-General was empowered to suspend provincial autonomy. The Defence of India Ordinance was passed on September 3, 1939. It put an end to all civil liberties. The Congress took a grave view of these developments. It advised its members in the Central Assembly not to attend the next session. It demanded the right of India to frame her own Constitution through its Constituent Assembly. It asked the government to declare its war aims as applicable to India. It demanded that India should be treated "as a free nation whose policy will be guided in accordance with the wishes of her people."

In other words, India wanted (i) Complete Independence after war, (ii) an interim National Government during the war, and (iii) a Constituent Assembly to frame its Constitution on the basis of Democracy and National Unity. The Viceroy promised to constitute a consultative committee of prominent Indians to advise the Governor-General on the prosecution of war and also held out an assurance that "dominion status" would be granted to India at an appropriate time. Neither the distant goal of "dominion status" nor the immediate step to constitute a Consultative Committee could satisfy India. Negotiations followed, but nothing came out of it. The Congress Ministries resigned. The working class at Bombay, Jubbalpore and other places observed one-day political strike against war-"the imperialist conspiracy against humanity". The socialists voiced radical sentiments and demanded action. The Communist Party, though illegal, too gave the call for "mass struggle against imperialist

### Individual Satyagraha

After the failure of the negotiations between the government and Congress and the resignation of the Congress Ministries, Gandhiji gave a call for individual satyagraha. He did not want to embarrass the government and yet wanted to show his indignation against the irresponsible attitude of the government. Individual satyagraha and not a mass Civil Disobedience Movement was found the right course. Even

this limited step created considerable commotion. A few thousand satyagrahis were sent to jail. The satyagrahis gave notice of their intention to offer satyagraha, announcing the place and time to the police. authorities and shouted anti-war and national slogans and got arrested. Vinoba Bhave inaugurated the movement as the first satyagrahi Meanwhile, the government appointed five Indians to the Governor-General's Council and constituted the Defence Council. In December 1940, it released the satyagrahis In 1941, Russia was attacked by Germany and in December 1941, Japan made incursions in Asia. It conquered Philippines, Indonesia, Indochina and Malaya by February 1942. Burma's fall was imminent. The Congress suspended the movement

### Pakistan Resolution

After the Congress resigned from ministerial offices, the Muslim League celebrated the "Deliverance Day". In 1940 the Muslim League, at its Lahore session, passed the Pakistan Resolution moved by Sir Fazlul Haq and rejected the Federal Scheme as envisaged in the Government of India Act, 1935. When Mohammad Ali Jimah demanded Pakistan, V. D. Savarkar gave the rejoinder, "Hindi, Hindu and Hindustan". According to hun, India was the land of Hindus while Muslims were only "territorial Indians". K. M. Munshi gave the slogan of "Akhand Hindustan".

### Cripps Mission

In view of Japanese threat to the very existence of India, the entry of the United States of America in the war and the pressure exercised by Indian and world public opinion, the British Government sent Cripps Mission to pacify India It promised "dominion status" with the right to secede, right of provinces not to join Indian Union and retain their existing relationship with the British Government and the extension of the Governor General's Council by appointment of all Indian members from amongst the political leaders while retaining the Defence Portfolio with the Commanderin-Chief. The negotiations broke down on the question of interim arrangement.

### **Quit India Resolution**

After the failure of the Cripps Mission, the Congress adopted a more militant course than "induvidual satvagraha". In

### Gandhian Thought—Unemployment

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Onemployment is generally understood as parampleyment of the educated classes. Genidbill gaves it broader significance. The former is consisted to distinct position of the employment potential in the agricultural sector and village and cottage industries.

The pity of it is that the so-called educated people do not appreciate educated the dignity of labour and look down upon mamual work. This is prejudice what has led to the widespread powerty and immunication in unemplo

April 1942 the Congress Working Committee met at Allahabad and passed a resolution. It asked the people to non-cooperate with the invading forces. Jawaharlal Nehru advised "guerilla warfare" to resist the Japanese. C. Rajagopalachari proposed that Pakistan should be accepted. The All India Congress Committee (AICC) rejected his proposal. He, therefore, resigned from the Congress.

In July 1942, the Congress Working Committee adopted a resolution demanding the "withdrawal of British rule" from India. By withdrawal, it did not mean physical withdrawal of the British. It did not "intend to jeopardise the defensive capacity of the allied powers." It was agreeable to station the British forces in India to fight the Japanese aggression and even to help China. It was prepared to change the ill-will against the British and make India a willing partner in securing the freedom of the people of the world but it was possible only it India felt the glow of freedom. Failing this, the committee would resort to non-cooperation under the leadership of Mahatma Gandhi. Gandhiji was already popularising his slogan of "Quit India". The final decision was to be taken by the AICC which was scheduled to meet in Bombay on August 7, 1942.

In the meanwhile, the government adopted a policy of repression. It issued a circular advising all the provincial governments to get ready for the struggle. Gandhiji, through the columns of *Harijan*, was asking the nation "to do or die". "India must be free and free now." He asked people to get ready even for an "open rebellion".

The AICC met at Bombay and adopted the historic "Quit India" resolution on August 8, 1942. It resolved "to sanction for the vindication of India's inalienable right to freedom and independence, the starting of a mass struggle on non-violent lines on the widest possible scale." Gandhiji and other prominent leaders of the Congress were arrested in Bombay on August 9, 1942. Important Congress men were arrested all over India. All the Congress organisations

were declared illegal.

Till the end of 1942, according to the government figures, 60,729 persons were arrested, 18,000 were detained under the Defence of India Rules, 940 were killed in police or military firing and 1,630 persons were injured in such firings. Military was called at 60 places. In reality, the casualty figures were much higher. The people were left without leaders and directions. Processions, demonstrations, hartals and meetings were followed by violence. Railway stations, post offices, and other government buildings were set on fire. The railway system in Bihar and Eastern UP was dislocated for weeks together. Over 150 police stations were attacked. Parallel government was established in Ballia, Basti, Satara and Midnapore. The government let loose terrorism. Besides police firings, the government used aeroplanes, machine gunning and bombings of unarmed people. Heavy collective fines were imposed.

During 1943-44, according to Woodhead Commission report, 15 lakhs of people died in the man-made famine in Bengal. The non-official figures ran up to 34 lakhs. The profiteers and bureaucracy had joined hands together. About Rs. 150 crore went into the pockets of the rich at the cost of human life.

From August 1942 to February 1943, Gandhiji was in correspondence with the Viceroy. He had disclaimed all responsibility for the violent outburst. He held out an olive branch of peace but the Viceroy said "no". Mahatma Gandhi announced a 21-day fast. The Viceroy described it as "political blackmail". Gandhiji retorted that it was "an appeal to the highest tribunal for justice which I have failed to secure from you." His fast led to countrywide agitation for his release. A non party conference attended, among others, by the prominent leaders, met in Delhi which demanded his release. Three Indian members of the Governor-General's Executive Council resigned in protest. The government was not moved. It even refused permission to William Philips, the

It should the The ten to meet extraction of the country of the cou

educated to recognise the dignity of labour and shed their prejudices and complemes over different classes of work to remove unemployment and improve the economy of the country in the

> personal envoy of President Roosevelt, to see Gandhiji in jail. Kasturbabai, the wife of Mahatma Gandhi, died in jail. Gandhiji fel seriously ill with malaria and was released on May 6, 1944. The Axis Powers were now on retreat, the victory of Allied Powers was in sight.

### The Communists and the Royalists

M. N. Roy and his radical Democratic Party supported the government from the very beginning of the war. Roy did so because that it was war against Fascism. If Fascism succeeds and emerges victorious, neither democracy nor treedom of India could be sate.

The Communists described it as an "imperialist war" in 1939. They opposed the British Government and supported the Congress in its demand for independence and interim national government. The individual satuagraha movement had run its course. In mid-1941 the erstwhile USSR was attacked by Hitler. The communist described the war now as "People's War". They said: "To fight to win this war is to defend our country and realise our liberation." They supported war efforts because they contended that it did not "lead to servile cooperation or submission to imperialist government but to a struggle against it for winning democratic rights and establishing a national government."

### Subhash Chandra Bose and Indian National Army

In September 1942, on the initiative of Rash Behari Bose, the Indian National Army was raised from amongst the Indian captured soldiers and officers in Malaya. These officers and men were dissatisfied with the discriminatory treatment they got from the Japanese in food and other amenities as compared to the American and British soldiers. Subhash Chandra Bose escaped from India in 1941 and reached Germany via Afghanistan. He joined the

dien National Army (INA) in July 1943. The aims of the INA ere set by Subhash Chandra Bose: "This army carried India's itional flag and its slogans were India's national slogans." He aphasised that he would like to achieve India's independence ithout anybody's help but said that there was no single instance the history of the world where an enslaved nation had achieved ; liberation without foreign help. He said: "For enslaved India it uch more honourable to join hands with enemics of the British ripire than to curry favour with leaders of British political parties. it not ridiculous for some of our leaders to talk of fighting Fascism road, while shaking hands with imperialists at home?" The INA right many campaigns for India's liberation in Burma and sewhere during 1942-45. After the defeat of Japan and Axis Powers, e men and officers of the INA were taken prisoners. They were ied for treason. Sir Tej Bahadur Sapru, Bhulabhai Desai and waharlal Nehru defended them in the historic trial in the Red ort at Delhi. The Congress and the nation stood as one in their esence. The trial had a miraculous effect on the minds of the eople of India. It became a political issue and the British overnment had to retreat.

### The Simla Conference

After the Allied victory in the European theatres of war, fresh ctivity started in India to solve the political deadlock. A conference has held in Simla in June-July 1945 on the basis of the Wavell Plan. The Congress leaders were released just before the conference. The overnment placed a bait for the Congress and the Muslim League. A vocated "parity" between Hindus and Muslims in the national overnment to be constituted immediately. The Simla conference nded with a greater communal divide. Soon the Labour lovernment came to power in England.

Soon after the failure of the Simla conference, elections were reld to the provincial assemblies under the Government of India act 1935. While the Congress monopolised Hindu seats, it did not get more than eight Muslim seats. The Muslim League monopolised nost of the Muslim seats. The gulf between Hindu and Muslim ad been widened. The Muslim League's claims hardened. There was no chance of any compromise. The Muslim League and the longress formed ministries in the provinces. The Muslim League ised its powers for fomenting communal riots and pushing forward to demand for partition.

### Cabinet Mission

The Labour government sent the Cabinet Mission to negotiate which Indian leaders for transfer of power. The Mission promised complete independence, a three-tier System of government and a Constituent Assembly. The Mission failed on the question of the Three-tier System. However, the Constituent Assembly came into being and the national government was formed in 1946, with awaharlal Nehru as its Vice-President. The Muslim League poycotted both. Later on, on the persuasion of Lord Wavell, it poined the national government but not the assembly. It carried on the struggle for its demand for Pakistan from inside this national government.

### Independence

Lord Wavell was replaced by Lord Mountbatten by the new Labour Government in Britain. The Labour government announced ts decision to transfer power to Indian hands and fixed mid-1948 as the last date. India was divided under the Mountbatten Plan. Two States were created on August 15, 1947. It was a day of glory and joy and yet a day of pain and sorrow.

Tae British Empire in India ceased to exist on August 15, 1947 even as jubilation over the dawn of a new life was tempered by bitterness and enmity between two principal communities. Freedom meant new responsibilities and resettlement of refugees who left both the countries for what they considered their real nome compelled by considerations of religion and safety.

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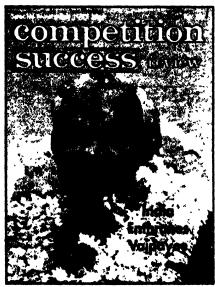
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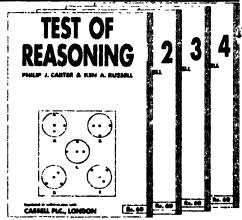


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### Super Brain Super Personality Contest 2000

Continued from page 44)

Today, the people who reach the zenith are no exceptions. It is only hrough their day to day knowledge sequired through perseverance which nakes them exceptional and only hese exceptionals claim respect and status in society which is nothing out 'power'.

A knowledgeable person can face the challenges in his life in a more actful manner than a lay man. He applies his astute knowledge to solve its problems.

It has been seen from time mmemorial that a knowledgeable person commands respect. In the Court of Akbar, Birbal acquired a supreme position because of his enowledge and intelligence. Even Chanakya was an excellent and ıdministrator with his idministrative knowledge as an istute politician, he nstrumental in overthrowing the rule of Nand Dynasty and installing Chandragupta Maurya as the ruler of the State. He also wrote, a book named as Kautilya Shastra. Indeed, enowledge commands power, position and prestige.

Even today in such a materialistic world, where money nolds a very important position, knowledge has even surpassed the crucial role of money. "The Pen is mightier han the Sword" holds good in this regard. That means Pen', which is a symbol of knowledge, holds a more cowerful position in comparison to a 'Sword'. Politicians nold IAS officers in good esteem as they are mowiedgeable officers in all walks of life and as such coliticians are highly dependent on these administrative officers in the discharge of day-to-day duties. Even coliticians exercise great restraint in front of journalists, who have flair for writing. Ministers today cannot withstand the presence of journalists like Mr. Karan Phapar, the symbol of pen.

Dr. Abdul Kalam, father of India's missile technology, nas made India feel so proud and nuclear self-sufficient. This is all because of his knowledge. Dr. Hargobind Churana was credited with deciphering genetic code, and t. was a major landmark in the history of genetics. The cnowledge in the field of computer has today revolutionised the entire world. It is the knowledge of Vicrosoft supremo Bill Gates, which has made him the nost powerful, respectable and the richest person in the world.

Not only in the world of science, the worth and power of knowledge cannot be underestimated in any other phere whether it is stockmarket or sports. Sharemarkets provide an excellent opportunity for investors to make a quick buck, but here only a few investors who have proper knowledge of the game earn handsome profits whereas others with little knowledge are likely to loose. It has been established that investors who have good

knowledge and information regarding the policies of the government, track record of the promoters, demand and supply of the commodities both in international and domestic markets are likely to reap good harvests.

In the modern world, computers play a significant role in the overall growth of economy. Therefore the investors who have sufficient knowledge of application of

computers and their future growth have earned huge dividends.

Even in sports, some sports personalities excel over others. Sachin Tendulkar, Viswanathan Anand, Leander Paes, Mahesh Bhupathi, Steffi Graf, to name a few, are world renowned players. They have achieved greater heights which their seniors, though having more experience of the game, could not. This is primarily due to greater interest, determination and intense knowledge of the game. Before a game is actually played in the field. it has to be played in the mind. Because only a correct strategy, weil organised mind demarcates a winner from a loser. It is the devotion and deep knowledge of the game that has made Sachin Tendulkar come out with flying colours and led him to earn prestigious awards like Arjuna Award, Padam Shri, Rajiv Gandhi Khel Ratna Award as also the Best Batsman in the world at a very young age and thus bringing glory to the game as well as to the country. Because of their knowledge



Ms. Swati Mahajan

FIRST PRIZE WINNER OF

CSR SUPER BRAIN PERSONALITY

CONTEST 2000 (5): TOPIC 3

Ms. Swati Mahajan has done Graduation in Arts from Delhi University in 1993.

She is the first prize winner of Topic 3 and has been adjudged the MS. INTELLECTUAL OF THE MONTH. She is entitled to participate in the remaining stages of the Super Brain Super Personality Contest 2000 as well as receive other prizes.

Congratulations, Ms. Swati!

and expertise, such players are ruling the world of sports. The desire of knowledge increases ever with the acquisition of it. While the ordinary men have the thirst for wealth, the great men and saints have the thirst and desire to acquire knowledge. It was the spiritual knowledge of Gautam Buddha which led Ashoka to abjure the path of bloodshed and adopt non-violence or Ahinsa. Ramakrishna Pramahans, Vivekananda acquired knowledge through long hours of meditation and due to this people not only from entire India, but from many parts of the world, followed their teachings and worshipped them like God.

Previously sources of knowledge were limited. They were just confined to few books, magazines, etc. But now they have increased manifold. As specialised newspapers such as The Economic Times. Financial Express, etc. are the richest source of financial information. Mass Media like T.V., telecast news almost throughout 24 hours and also lot of informative programmes are being telecast. Discovery Channel on TV and Yuva-Vani programme on AIR are quite informative. Seminars, symposiums and exhibitions are being organised from time to time. All this is done in order to acquaint general masses with the latest and advanced techniques, technologies and information which is nothing but 'Knowledge through experience and exposure'. In today's world of information Technology, the Internet is one of the richest sources of information. Through this information technology we can acquire all information about every nook and corners of the world. Definitely all these factors claim that 'Knowledge is Power'.

Where knowledge is an asset, little knowledge is always dangerous. Today it is the age of mastery and perfection.

Though it is good to have diversified knowledge, but at the same time mastery or expertise in one field is a must. 'Jack of all trades and master of none', does not hold good. Because whereas knowledge has led to escavations and inventions, little knowledge does not produce any positive results for the society.

Samuel Smiles has rightly said "Knowledge is Power", but... knowledge itself unless wisely directed, might merely make bad men more dangerous.'

Knowledge is something which a thief cannot steal, rather it enhances by sharing with others.

The more you give, the more you get. A knowledgeable teacher earns respect from students. But I do not

appreciate selling or commercialisation of knowledge. Today many teachers have made teaching a business rather than making it a worship of Goddess Saraswati.

'Knowledge is the foundation and source of good writing. That writer contributes the most, who gives his reader the most knowledge, and takes from him the least time!

Change is the law of nature. In this world, nothing is stable, so is the case with money. Money is no men's property. It keeps on changing hands. But knowledge is still there to rescue a person.

That is why it is rightly said:

"Learn something, for when luck is suddenly gone, knowledge remains, and never leaves men alone". \textsq

### India—A Tourists' Paradise

"If we were to look over the whole world to find out the country most richly endowed with all the wealth, power and beauty that nature can bestow—in some parts a very paradise on earth—I should point to India".

-Max Mueller

What Max Mueller said is indeed true. Crowned by the Himalayas on top, and vast seas surrounding its peninsula, India is quite distinct on the world map.

When a large island, separate from the mighty Gondawana land was drifted away, it's fate was sealed. After years of secluded life, it joined the Asian mass, with Thesys lake giving rise to the mighty Himalayas. These years of seclusion gave rise to many endemic varieties, both of flora and fauna. The Himalayas enveloped all the beauty within itself, giving rise to the mighty rivers-Indus, Ganga and Yamuna and their tributaries, spreading over the land like arteries, providing life blood to the species. While in the Deccan plateau and South, the Narmada, Krishna,

Godavari and Cauvery, sucked water from the vast seas and drenched the entire land. With so much vivacity all around, life bloomed and soon the entire subcontinent was filled with rare, fragrant flowers and beautiful creatures started making it their home.

Could man be far behind? India has seen many eras blooming on her soil. Each era has left its indelible mark. The people were different, the lifestyle, thinkings, languages, tastes and the whole culture was different. From Harappas to Mauryas, Guptas to Sultans, and Mughals to the English, India saw a metamorphosis in each era. People mixed, cultures intermingled, each century brought a new India, influenced by all, yet retaining its old identity. So, the whole of India was dotted with temples, mosques and churches, palaces, havelts and forts.

"India, it is often said, is not a country, but a continent. From north to south, and east to west, the people are different, the customs are different, the country is different. There are few countries on earth with the enormous variety that India has to offer. It's a place that somehow gets into your blood."



Ms. Payal Mathur

FIRST PRIZE WINNER OF

CSR SUPER BRAIN PERSONALITY

CONTEST 2000 (5): TOPIC 4

Ms. Payal Mathur has done Master of Tourism Administration (MTA) from Aligarh Muslim University in 1999.

She is the first prize winner of Topic 4 and has been adjudged the MS. INTELLECTUAL OF THE MONTH. She is entitled to participate in the remaining stages of the Super Brain Super Personality Contest 2000 as well as receive other prizes.

Congratulations, Ms. Payal!

The biggest asset of India as a desirable tourist destination is its 5,000-year-old historical and cultural heritage. Every region in India developed a culture of its own. The Culture is a wide term, which includes the languages, rituals, beliefs, festivals and traditions, given, from father to son and carried on with generations.

The regional diversity is attributed to the fact that the historical roots of development of each region culturally depended much on the dynasties ruling it and also on their proximity to other cultures. This limited regional influence was seen in the languages, cuisines, dressing sense and even in dance and music in each region. The local perceptions and feelings gave way to regional beliefs and traditions. So when North India had Greek and Islamic influence, the South India had a distinct Dravadian style. The paintings, architecture, music, coins, all show their +3 developments through ages.

Take for instance, the desert State of Rajasthan. With the Thar at its

background and shifting sand—dunes, mirages and camels, the vast palaces, forts and havelies present a very distinct aura. The Raiput Culture with bright 'Bandhani' colours, intricate designs and the Royal background gives a very different look. Its unique architecture in the series of palaces in Pink City (Jaipur), Lake Palace in Udaipur and sand coloured forts in sand-dunes city of Jaisalmer, coupled with the folk dances and art, gives it a distinction of 'Epitome of Cultural Tourism in India'.

But, one jewel which attracts the bulk of tourists is in the once Mughal Capital—Agra. The Great Mughals gave India the architectural splendor and influence of Persia. It reached its zenith with the symbol of Mughal romance—The Taj Mahal. Its architectural perfection gave it a place as one of the seven wonders of the world. Today, Taj Mahal has become synonymous with India'.

Be it the Ancient Indian beauty in the form of caves of Ajanta-Eliora, Sun Temple at Konark, Khajuraho Temples or the Dravadian style stone-carved temples of Hoysalewara and Ranganathswamy or the Medieval glory of Qutab Minar, Red Fort, Fatehpur Sikri and other forts and

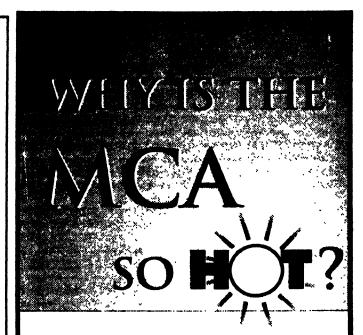
mausoleums with Islamic influence of Persia, Iran, Turkey or Afghanistan; or even the English and the Portuguese influence in Victoria Memorial Gateway of India and churches in Goa; each one symbolises the glory of India in the different eras.

All these eras gave India some spectacular master-pieces which are not found anywhere around the globe. Some master pieces are objects of awe and mystery, not only because of their unique craftsmanship, challenging the modern technological growth but because of their technological superiority. No one has been able to solve the mystery of the Shaking Minarets in the mosque and tomb of Raj Bibi in Ahmedabad. The Bhool Bholaiyan in Lucknow and the acoustic wonders of Gol Gumbaj speak for themselves. In fact, you can never have enough of India when it comes to the architectural wonders and excellence, The geniuses who made India their home, have contributed so many treasures, that it will attract people to the eternity.

Another aspect of Indian Culture is its vibrant and colourful Festivals. India has been the mother of the oldest religion-The Hinduism and subsequently Buddhism, Jainism and Sikhism. Islam and Christianity also experienced the motherly affection of this great country. The festivals still carry on the gaiety and colours of past. The festive season in India coincides with the Tourist Season and with 33 crores Gods and Goddesses, one durely cannot miss out the colourful extravaganza whenever he visits India. In fact, the real cultural experience of India is unaccomplished without these festivals. There is a regional influence on the importance of festivals. So it is important to be at the right place and at the right time. When visiting Rajasthan, be sure that your itinerary includes the Desert Festival and Kite Festival. And don't miss the Boat Race Festivals in South India. You are lucky if you planned your visit to Mathura during Holi, Mysore during Dussehera, Bengal during Durga Pooja, Orissa during Puri Rath Yatra and Maharashtra during Ganesh Chaturthi.

India's Dance and Music Festivals also has cultural roots. The Taj Mahotsava in February. Khajuraho Dance Festival at Khajuraho Temples in March and Konark Dance Festival in November, give an opportunity of seeing all internationally acclaimed faces of Indian Classical Dance and Music (both vocal and instrumental) on one stage. Around 14 such festivals are arranged all over the country. All one needs is to be sure that the itinerary includes these festivals, and the trip to India will be the most memorable of all.

If you want more of India, there's a series of Heritage hotels, Orient Express, Palace on Wheels, Fairy Queen, all at very affordable prices. And if you like to take a piece of Indian Cultural heritage with you as a reminisce, there is a huge backbone of Souvenir Industry, with all Indian craftsmanship creating magic on marbles, ivory, leather, wood, brass and even clay. You cannot find such intricate designs and patterns anywhere in the world. The diversity of India is not limited to culture, but nature too has been very generous to India. While the Himalayan Ranges gave beautiful valleys of Kashmir and Himachal, Valley of Flowers', 'Scotland of the East', snow capped mountains and lush green plains, the Thar Desert gave sand-dunes and mirages. Its 3200 km. long silvery coastline gave beautiful and often secluded beaches in Caiva, Aguada, Arjuna, Gopalpur, Konark; and lagoons and back waters of Kerala and Chilka in Orissa. Kutch and Sundarbans, where land and rivers meet sea, gives opportunity to nature-lovers and ecologists to unravel the mysteries of nature and observe the delicate balance





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of nature with living beings. The giant water falls, Coral Paradise islands and rushing mighty rivers are all nature's gifted pearls.

As each region has unique physical features, soil types and climatic conditions, so are the vegetation and wildlife. Many flora and fauna are endemic. To safeguard this unique treasure of India, Project Tiger was initiated in 1973, and several biosphere reserves and Wild life and bird sanctuaries sprang up. The most popular being the Bharatpur Bird Sanctuary, which is the home of many water birds and migratory birds, including the rare Siberian cranes. The Corbett National Park protects the Royal Bengal Tiger, Gir Reserve is the only surviving home of Asiatic Lion, Kaziranga is the Royal house of rhino and Periyar in Kerala homes the Indian elephants. Many other rare species, like Hangual (in Dachigam, Kashmir), deers and other wild life forms including rare trees are protected in over 200 sanctuaries and Wild life Reserves all over India. Almost half the tourists coming to India show special interest in these wildlife forms.

And when all the natural beauty is mixed with culture, this harmony presents a very unique picture, making each destination different. So for the nature lovers, the experience of a hill station in Himachal, (Manali), Mount Abu in Rajasthan and Ooty and beautiful, peaceful Coonoor in Tamil Nadu are all different, because a distinct cultural spice is added to it.

Similarly, a 'Sunset' in the Kashmir Valleys, monastery surrounded North-East hills, cool, green Goa beaches, turquoise seas with temple background and that at the lowest point of Indian Peninsula-The Kanyakumari, are all different, because man's genius blends with the nature's in a distinct way.

No wonder, the flow of tourists rose from 1.2 million in 1981 to 2.3 million in 1997 (Department of Tourism Report). A brief SWOT Analysis shows that both natural and cultural treasures are India's strength for the tourist. A lot of mysteries are still unexplored, giving ample opportunities. The Nilgiris in South, the jagged-rock route of Narmada in Bhedaghat, roaring falls in Hogenakkal and much much more. Each place in India is a mystical crossword, where each and every word has lots of wonders and meanings for everyone. But the standard of infrastructure, lack of government initiatives. haphazard tourism growth and lack of ethics in every day functioning give a bad picture to the country. The monetary and physical safety of the tourist is of utmost importance.

For India to continue as a Tourist Paradise', a judicious and prudent analysis of socio-cultural and environmental carrying capacity has to be done. Apart from Desert Triangle and Golden Triangles in many States, many more circuits have to be developed.

I hear the 'Paradise' calling out-My lands are green, my skies are blue, My mountains top them all through, My rivers and valleys and lakes and seas, Are wonders and miracles for centuries. Graced with temples, tombs and mosques, Paintings and sculptures are on my rocks, My history inspires the world at large, With Saints and Scholars lighting the paths. I've all for the young and the old, From religious sites to adventure sports, Thousands of warriors bowed down to me. Is there a better place on earth than me?

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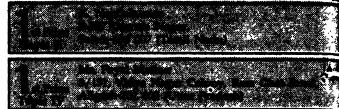
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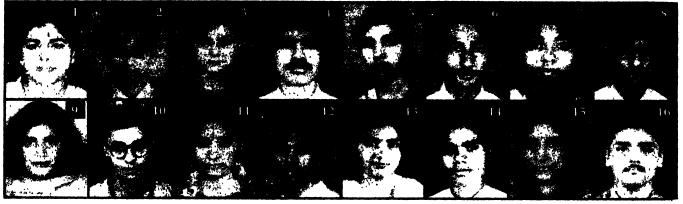
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### **Expected Questions**

# **Objective General Knowledge**

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The paper on General Knowledge or General Awareness or General Studies plays a pivotal role in the competitive examinations conducted by various boards for recruitment to public services. As the readers are, no doubt, aware, this feature has very extensive coverage of subjects. It covers Everyday Science, History, Economics, Geography, Political Science, Civics, Life Sciences, Current National and

International Affairs/Events, Constitution of India, Indian National Movement, and

For the present issue, I have drawn up a test buttery of 60 questions on "Biological Sciences". As an aid to proper and systematic preparation, the readers are advised to answer this test paper; in one hour and then make a self-assessment? of their performance with reference to the answers printed at the end of this feature. The following grades will help the readers for self-assessment:

- (i) Less than 30 per cent score Poor
- (ii) 31 to 50 per cent score. Fair
- (ui) 51 to 65 per cent score Good
- (iv) 66 to 80 per cent score. Very Good
- (v) Above 80 per cent score. Excellent

The aim of the readers should be to achieve a score of not less than 60 per cent.

Q. 41. The subcutaneous fat layer in the body is located

- (Á) Above the epidermis
- (B) Below the epidermis (C) Above the dermis
- (D) Below the dermis
- Q. 42. Hypanthodium is a type of inflorescence found in
  - (A) Fig
- (B) Mulberry
- (C) Onion (D) Pineapple
- Q. 43. When plants are grown in darkness, they are elongated because they
  - (A) Do not contain auxin
  - (B) Contain more auxin
  - (C) Require minerals
  - (D) None of these
- Q. 44. Which tissue is responsible for the passage of water in plants?
  - (A) Collenchymatous (B) Phloem
    - (D) Xylem
- (C) Sclerenchyma Q. 45. Fixation of nitrogen is the process by which
  - (A) Atmospheric nitrogen gets converted into useful compounds
  - (B) Nitrogen gets converted into nitric acid
  - (C) Liquefaction of nitrogen takes place
  - (D) Both (B) and (C) above
- Q. 46. Magnesium is essential for plants because it helps in
  - (A) Flowering
  - (B) The formation of chlorophyll
  - (C) The development of roots
  - (D) The ripening of fruits
- Q. 47. The effect of the length of the day on the flowering of plants is known as
  - (A) Photophosphorylation
  - (B) Photoperiodism
  - (C) Photosynthesis
  - (D) Phototropism

- **Biological Sciences** Q. 48. When a short-day plant is exposed to light during the night, it
  - (A) Has no effect (B) Produces flowers (C) Produces leaves (D) None of these
- Q. 49. Which of the following seeds grows by epigeal germination?
- (A) Bean (B) Gram (C) Rice (D) Wheat
- Q. 50. The tap roots of many plants assume various forms. The tap root of which of the following is termed as 'Conical'?
  - (C) Radish
- (B) Mirabillis
- (A) Carrot (D) Turnip
- O. 51. All of the following are examples of plants which have adventitious roots termed as 'Fasciculated', except
  - (A) Asparagus
- (B) Dahlia
- (C) Ruellia
- (D) Sweet potato
- Q. 52. A typical angiosphermic leaf consists of
  - (A) A lamina only
  - (B) A lamina and a leaf base
  - (C) A lamina, a petiole and a leaf base
  - (D) A petiole and a lamina
- Q. 53. By weight, calcium and sodium in the animal cells range between

  - (A) 0.15% to 2% (B) 0.50% to 2.50% (C) 1.00% to 3.00% (D) None of these
- Q. 54. Why is chemical energy the most suitable form of energy for living systems?
  - (A) It can be easily transferred
  - (B) It can be easily transformed
  - (C) It can be easily stored
- (D) All of these
- Q. 55. Who, amongst the following, is regarded as the 'father of genetics'?
  - (A) Gregor Johann Mendel
  - (B) Charles Darwin
  - (C) Robert Hooke
  - (D) None of these

- O. 56. Aestivation may be defined as
- (A) Arrangement of floral leaves in the bud condition
- (B) Arrangement of ovules in the ovary
- (C) Attachment of filaments to the anthers
- (D) Union of floral parts
- Q. 57. Placentation means
- (A) Fixation of anthers to the filament
- (B) Fusion of stameus with the petals
- (C) Union of sepals and petals
- (D) The mode of arrangement of ovules in the ovary
- O. 58 Which of the following pairing is net correct?
  - (A) Brinjal--Berry
  - (B) Coconst---Drupe
  - (C) Lemon-Pome
  - (D) All these pair are correct
- Q. 59. Which of the Cylic congruets as any insulator against to it at the action is shocks. absorber in the base
  - (A) Dermis
  - (B) Epidermis
  - (C) Sub-cutaneous fat layer
  - (D) None of these
- Q. 60. Which of the following cell layers of the skin is made up of dead, flattened
  - (A) Corneum
  - (B) Granulosum
  - (C) Lucidum
  - (D) All the layers have live cells
- Q. 61. For the formation of bones and teeth, which of the following vitamins it essential?
  - (A) Vitamin A
  - (B) Vitamin B
  - (C) Vitamin D
  - (D) All of these



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Q. 62. Which of the following produces Vitamin D for the body ? (A) Liver (B) Lungs (C) Stomach (D) Skin Q. 63. What role is played by the layers of the dead cells of stratum corneum in the body? (A) Eliminate water, salts and other products (B) Protect the layers of the living cells underneath from injury (C) Help the skin to perceive sensations of cold, heat, touch, etc. (D) None of these Q. 64. The skin of which of the following functions as a site of utaneous respiration? (A) Amphibia (B) Birds (C) Mammals (D) Reptiles and Fishes Q. 65. The cardiac or heart muscle functions (A) Voluntarily (under control of free will) (B) Involuntarily (not under control of free will) (C) Voluntarily in the working phase and involuntarily during sleep (D) None of these Q. 66. The nerve fibres in the brain and the spinal cord are (A) Meduliated and non-meduliated fibres respectively (B) Non-medullated and medullated fibres respectively (C) Medullated fibres in both (D) Non-medullated fibres in both Q. 67. Vomiting of the contents of stomach and of the upper intestinal ract is a complex reflex coordinated by the vomiting centre in the (A) Medulla of the brain (B) Oesophagus (C) Small intestine (D) Stomach Q. 68. Which of the following specialised branches of Science is oncerned with the study of the microscopic structure of tissues and A) Cytology (B) Histology (C) Macro-ecology (D) None of these Q. 69. Which of the following constricts or dilates the walls of slood vessels in the body? (A) Heparin (B) Histamine (C) Both (A) and (B) above (D) Neither of these Q. 70. The function of production of fibres and matrix in the body s performed by which of the following cell types? (A) Adipose Cells (B) Mast Cells (C) Plasma Cells (D) Fibroblasts Q. 71. Which of the following statements in regard to cells and itoms is not true? (A) Both cell and atom are composed of simple components (B) Both serve as basic building blocks for more complex structure (C) Both have the ability to reproduce (D) Both exhibit variations in their properties based on different arrangements of parts O. 72. Which of the following statements in regard to the cellheory is not correct? (A) Cells arise only from pre-existing cells (B) Majority of organisms are composed of cells and cell products (C) Cells are the structural and functional units of life (D) All these statements are correct Q. 73. In mammals, the skin performs all of the following unctions, except (A) Accessory respiratory function (B) Produces Vitamin D (essential for the formation of bones and teeth) in the presence of sunlight (C) Sensory function (D) Thermo-regulatory function Q. 74. During haemopoiesis in the bone marrow, the erythrocytes indergo which of the following changes? (A) An increase in the amount of haemoglobin in the cytoplasm (B) A decrease in the cell size with the loss of nucleus, so that the erythrocytes circulating in the human blood are enucleated (C) Both (A) and (B) above

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(B) Ferns

Q. 75. Plants that grow in saline soil are called

(B) Tracheids

Q. 79. Ribosomes are related to the function of

Q. 76. Circinate vernation is a characteristic of leaves of (A) Angiosperms (B) Ferns (C) Gymnosperms (D) Moss plants

Q. 77. Which of the following tissues is lacking both in

(B) Hydrophytes

(D) Thallophytes

(C) Vessels

(C) Mango

(B) Respiration

(D) Transpiration

(D) Xylem

(D) Pinus

(D) No changes takes place

pteridophytes and gymnosperms?

Q. 78. Dwarf shoots are present in

(A) Halophytes

(C) Mesophytes

(A) Phloem

(A) Protein synthesis

(C) RNA synthesis

(A) Cycas

# HEIGHT AT 35 HEIGHT-THERAP

Performance of Herbo-Height-Therapy for further Height-Growth.

→ Herbo-Height-Therapy (HHT) is an Ayurvedic concept and composition which has created a revolution in the medical world exploring new norms, new values, new dimensions breaking all existing stop-even-norms known as Natural Phenomena in height-growth

Herbo-Height-Therapist Dr O P BAL DA



 ▶ This Therapy has been proved potent enough to increase further height of male and female on several thousand beneficiaries even after stop-evenpoint, even after marriage even after child-birth in between and upto the advance age of 35 years

Discuss the strategy of heightgrowth as compared to the contributions of HHT.

> Height strategy at birth is around fifty centimetres and it grows almost double with birth-plus-growth in two years. These 100 centimetres are the basic growth of the human body. Remaining centimetres are the normal growth of the body Divide this normal growth with years of present age, its ratio would be around 3-2-1 mm per month and with HHT growth ratio is around 10-9-8-7-6-5-4-3 in a month. faster than the average growth ratio, time-saver and economical also.

> As this time-tested therapy helps to increase further height around 20 to 40 mm (2-4 cms) with short course of 3 months, 50 to 100 mm (5-10 cms) with full course of 1 year and 5 to 10 mm with 1 month trial doses in a normal course

Height-growth process is subject to fluctuate under plus and minus status and environment of the body Just as it is seen Youngers are tall, elders are short. Parents are tall, children are short. Children are tall, parents are short Standard height is 165-170 cms of male and 150-155 cms of female in India.

 Give some reasons to believe on this claim of HHT?

▶ HHT R&D and its services are unning in fourth decade with living testimony of several thousand beneficianes to its credit enjoying tall and attractive personality in india and abroad

t> Its efficiency claim has not proved false under scruitiny of Govt challenge, Judicial examinations, Demo-tests including challenges of Non-believers, Doctors, Scientists on scale satisfaction in its routine

> HHT is an alternative science stands for positive height-growth against the negative approach of modern science. A composition of natural herbs for natural way of

➤ Discuss the positive approach of HHT for further height-growth in this negative scenario.

In a normal course height matures with food-energy-process in girls at (Age 12 and 14 years) This maturity may be little below and above the line under plus and minus status and environment of the body.

> According to the modern science, height can't increase further after the bone-ossilication' which occurs in between and upto the age of 18 years. ▶ Height-growth may turn slow-sluggish-stop earlier to its maturity level due to some genetic reasons, disease and deliciency of the body

D On the other hand, HHT has proved on several thousand beneficiaries that above mentioned stop-even-points are not the final barrier, these are body resistances and can bring into motion for further metabolic changes into height till the capacity exist in the body or till the youth period around 35-40 years, the linal barrier of height-growth through Herbo-energy-process of HHT. Otherwise these resistances are likely to mature at the same level, if required aid is not given Almost every body has 5 to 10 cms capacity to increase further height after the resisting level.

► How one can gain height tail and personality attractive with HHT?

> HHT helps to improve the height reasonably tall with attractive personality, it its one course is used before the age of Puberty which is likely to mature anytime after the age of ten Early feeding of HHT removes the deficiency of genetic impact, disease and diel, if any, and improve the scope of height-growth. Use of HHT, after puberty has limited scope till the user capacity exist in the body

Focus other plus of HHT, if any. Despite height-plus, HHT helps to stimulate the functional systems of the body removing deliciency and disorders in male and female system keeping all round fit, physically and mentally also Further it removes pimples, improves complexion, sharpen features, sollen skin, improves memory, shape-up figuro, bulky and thin body turn normal, female bustline also

▶ Do you need any Test report for joining the course? Required information be given with its expenditure to follow the procedure. > After mutual enquiry, as per its procedure, height of the candidate is confirmed under mutual satisfaction, file is prepared, required doses are given with prospectus and necessary directions, Registration number is allotted for future reference and service as and when required after every short course of 3 month or after 1 month trial doses, if desired. Doses are in the shape of capsules & drops to be used at home. No frequent visits. Free from exercises, reactions, restrictions and

> Normal expenses for 3 months short course are Rs. 6,000/- and for 1 month trial doses Rs. 2,000/- + Rs 100/- Regn /Post in India, Rs 500/- in Foreign through MO/DD in the name of Dr. O. P. Bagga, Bazar Lai Kuan, 1st Floor (Opposite Koocha Pandit) Delhi - 110006 Phone: 011-3262426. Consult 11 to 6 except Sunday Send self-add-stamped envelope for details

O. 80. The purine bases of DNA are

(A) Adenine and cytocine (C) Cytosine and thymine (B) Adenine and guanine

(D) Uracil and guanine Q. 81. During meiosis, chiasmata can be seen very clearly during

(A) Zygotene (B) Leptotene (C) Diplotene (D) Anaphase Q. 82. Bacteriophage possesses its genetic material in

(A) Its head (B) Between head and tail

(D) Its tail (C) In all its parts Q. 83. In photosynthetic bacteria, in the presence of light (A) Oxygen is produced (B) ADP is converted

(D) None of these (C) Oxygen is never produced

Q. 84. Orgamous reproduction is present in

(A) Chlorella (B) Volvox (C) Spirogyra (D) Ulothrix

Q. 85. Zoospores of algae are meant for

(A) Sexual reproduction (B) Asexual reproduction (C) Vegetative propagation (D) None of these

Q. 86. Iron is present in the human blood in the form of a (B) Complex (C) Compound (A) Free Salt (D) Mixture

Q. 87. Spondylitis is the name of a disease that affects the

(A) Spinal column (B) Brain cells (C) Kidney (D) None of thesi Q. 88. Blood sugar is the amount of ..... in the circulating blood

(B) Lactose (C) Sucrose (D) Glucose (A) Galactose O. 89. Monocot root has all of the following characteristics, excep

(A) The number of xylem strands is large

(B) Pith is small or even absent

(C) Secondary growth is usually absent

(D) None of these

Q. 90. Which of the following types of nutrition is absent in fungi (A) Saprophytism (B) Symbosis (C) Parasitism (D) Autotrophisn

Q. 91. Sporophyte of Riccia is

(A) Dependent on the gametophyte

(B) Independent of gametophyte

(C) Photosynthetic

(D) Rooted in the soil

Q. 92. The capsule of the moss plant is

(A) Fruit (B) Gametophyte (C) Prothallus (D) Sporophyte

Q. 93. Reduction division in the life-cycle of a moss plant takes place

(A) During the germination of spores

(B) During the production of spores (C) Immediately after fertilisation

(D) None of these

Q. 94. The visible plant of fern is

(A) Gamephyte (B) Protonema (C) Sporophyte (D) None of these

Q. 95. The spores in fern are produced by

(A) Archegonia (B) Prothallus (C) Protonema (D) Sporangia Q. 96. Some seeds require red light for germination. The pigment

involved in this is known as

(A) Chlorophyll (B) Cytochrome (C) Phycocyanin (D) Phytochrome

Q. 97. Sleeping sickness is transmitted from one host to another by the vector known as

(A) Culex Fatigans

(B) Glossina Morsitans

(C) Glossina Palpalis (D) Trypanosoma gambiense Q. 98. From which stage of silk moth is silk obtained?

(D) Caterpillar (A) Pupa (B) Adult (C) Cocoons

Q. 99. Mulberry growing is associated with (A) Horticulture

(B) Sericulture

(C) Pisciculture (D) Biological Control

Q. 100. Which set of insects is useful to man?

(A) Honeybee, silkmoth, dragonfly

(B) Honeybee, locust, lac insect (C) Lac insect, silkmoth, honeybee

(D) Rice weevil, silkmoth, honeybee

ANSWERS					
41. (D)	42. (A)	43. (B)	44. (D)	45. (A)	46. (B)
47. (B)	48. (D)	49. (A)	50. (A)	51. (D)	52. (C)
53. (A)	54. (D)	55. (A)	56. (A)	57. (D)	58. (C)
59. (C)	60. (A)	61. (C)	62. (D)	63. (B)	64. (A)
65. (B)	66. (C)	67. (A)	68. (B)	69. (B)	70. (D)
71. (C)	72. (B)	73. (A)	74. (C)	75. (A)	76. (B)
77. (C)	78. (D)	79. (A)	80. (B)	81. (C)	82. (D)
83. (A)	84.	85. (B)	86. (C)	87. (A)	58. (D)
89. (B)	ردا). 90	91. (B)	92. (D)	93. (B)	94. (C)
95. (D)	96. (D)	97. (C)	98. (C)	99. (B)	100. (C)

# Facing The Interview Board

(Right Approach)

### The Candidate

The candidate for this interview, Mr. Hari Ram Misra is a cheerful and confident looking young man of average height and lean build. He sports a thin moustache which is well-trimmed. His light grey eyes are sparkling and alive with interest and enthusiasm. He has abundant wavy hair of light brown complexion which has been properly set, cut and trimmed as per the prevailing fashion. Mr. Misra is wearing dark brown trousers, brown socks and shoes. His polyester shirt is of light colour. He is also wearing a maroon colour striped tie which provides good contrast and goes well with his trousers and shirt. From his smart turnout, it can be concluded that he has daken pains to groom and dress himself properly to meet the requirements of the formal occasion. It also indicates that he is quite keen and serious about making the grade and joining the IAS.

The candidate carries the latest issue of Competition Success Review in his hand and arrives by an auto at the UPSC office about an hour before the scheduled time. After completing the preliminaries at the reception desk, he proceeds to the library where he is to wait till he is called for the interview. At this waiting place, he meets another candidate seated across a table and reading The Hindustan Times. As Mr. Misra walks in, the other candidate Mr. Bhasin looks up from his newspaper. Taking advantage of this opportunity, Mr. Misra greets Mr. Bhasin with a smile and introduces himself.

### Pre-Interview Discussion with Fellow Candidates

Misra: Hello! Good morning to you. I am Hari Ram Misra appearing for the IAS interview this morning. I am sure you are also here for the same purpose. (While talking, he extends his hand and shakes hands with Bhasin.) Well, I see you are rather busy reading the day's newspaper. Would it be all right if I join you for a chat, or do you prefer to concentrate on the newspaper?

Bhasin: Good morning. I am Arun Bhasin. Please do join me. It will be a pleasure to have a chat and exchange of



ideas. By the way, I am here rather early. Your turn for the interview will be next and I come after that. Mr. Raina, the candidate before you, was asked to be ready only a few minutes before your arrival and he would be going in for the interview shortly. Therefore, we will have about 30 to 40 minutes at our disposal.

Misra: Thank you. Have you finished with the newspaper? My anxiety was that I should not come in the way of your reading. It is important that you should be up-to-

Once you have set your goal, you have to attempt a synergic action of both body and mind to attain the goal. Unswerving singleness of purpose must underlie all your efforts. Once the mind is firmly set, you might find that providentially all the circumstances seem to converge on the aim you have in mind.

date with the news of the day, current events and so on.

Bhasin: Oh yes. I have read the newspaper already. Since I had nothing else to do and as there was nobody to talk to. I was just glancing through the paper again. I doubt very much whether reading the newspaper would be of much help during the interview.

Misra: Believe me, knowledge naver goes waste. In fact, knowledge is power. You do get knowledge and ideas by reading the newspapers, magazines, books and so on. The Board might ask directly about your reading habits. Alternatively, if you feel

confident and strong in that field, you can use the initiative and refer to it when the opportunity presents itself

Bhasin: In what way would the Board be concerned with your reading habits?

Misra: Let us see. The Board would naturally be keen to find out how well informed you are about current national and international events. It may pose some questions like the implications of CTBT. The Board might ask you what materials you have read, what are your inferences, etc. They may also try to find out how and to what extent you derive benefits by reading newspapers and magazines. They may probe and ask you what news items you read and so on. Your comments will show whether you have grasped the significance of the news events, assimilated them and judged their importance and repercussions with original thinking. By and large, most of the topics which come up for discussion during the interview are those which figure in the newspapers and periodicals.

Bhasin : Well, I can't say. You see, I thought they rather question you about your optional subjects.

Misra: Of course, the specialist members of the Board are bound to ask some questions on your optional subjects. Then there is the information you have provided in the Board's questionnaire. Thus, there is a set pattern. There will be a question or two about your home State. Finally there will be quite a few questions with a bearing on current events. My assessment of the trend is based on the experiences of the IAS toppers. The IAS toppers have narrated their actual experiences in this magazine Competition Success Review. (He hands over the copy of the CSR to Bhasin).

Bhasin: (Showing interest and surprise) Hey, you are right! On the cover itself, I find the photograph of a smart young man; and he is the IAS topper.

Misra: That is right. The IAS topper narrates his experience. Then there are other IAS successful candidates who also speak to you. I am a regular reader of CSR. It has helped me a great deal in the objective type tests and also in the written papers. I am equally confident that it will stand by me in the interview as well. It is not merely the news, figures and latest general knowledge.

### STRATEGY

ness, will prover, pensistence and perseverance all spell a magic for those who want to agree of past enterace and failures. It is not enough you possess intelligence, but you this and leave no break in your endeavour to reach the summit. You can hardly afford per, Which explains why the stretoise had the upperhand over the hare for the formes a say kind of distractions once it has set the goal for itself. The tortoise was fired with it the sufficient hare was overwhelmed by complessney. Everyone of you has enormous, a se secure the maximism milesge.

development. This aspect is a speciality and unique feature of CSR. Again, this is not merely my view. All IAS toppers, over the years, have emphasised how CSR has helped them to achieve that distinction.

Bhasin: Thanks. Nice to know the secret. Wish someone had told me about it earlier. Anyway, I will start reading CSR from now onwards. May I have your copy when you go in for the interview? Well, there comes the messenger to take you to the interview room. Wish you all the best.

Misra: Wish you the same. Here is the CSR copy, and it is all yours. I am sure it will help you to lead and succeed. Let us look forward to our meeting at the IAS Training Academy at Mussoorie. Cheers and God bless you. (Misra proceeds with confident steps towards the interview room. Before entering, he gently knocks and obtains permission. After entering, he walks up to the Chairman and Members seated behind a semicircular desk. He comes to a smurt halt as he approaches the seat in front of the Chairman and meant for the candidate. Next, he stands to attention and proceeds to greet the Board in a cheerful and enthusiastic manner).

### The Interview

Misra: (In an audible voice and with a gentle smile on his lips) Good morning to you all, Sirs.

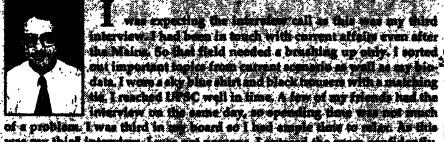
Chairman: Good morning, Mr. Misra. Please sit down. (He indicates the seat meant for the candidate).

Misra: Thank you, Sir. (He occupies the seat and sits in an attentive posture. There are no signs of nervousness or unwanted movements on his part. His feet are drawn in and his hands are resting across his chest. He looks up to the Chairman, awaiting his next observation with interest and keenness. The smile continues to play on his lips and his eyes reflect enthusiasm and alertness. (He remains cool and collected).

Chairman: I see you have been a student of Science till your post-graduation stage. However, you have chosen History as an optional for the IAS written examination. Linking up these two, can you tell us what, according to you, is the impact of Science on the traditional Indian society?

Misra: Sir, when we consider the impact of Science on our society, we must equate Science with modern education as such. Indian society has long been bound by ancient traditions, customs and the caste system. Religion, language, regional ties and superstitions had a stronghold on the people. People were living mostly in selfcontained villages, while the joint family system and patriarchal authority held sway. Education was confined to a few of the higher castes, while the vast majority of the people remained ignorant and illiterate. Women occupied a low status and suffered many disabilities. Economically, the Industrial Revolution, which swept across Europe and revolutionised the life-style of people did not arrive at all in India, till much later, say after two centuries. People were not interested in politics and political institutions as such. Before the advent of

### IAS TOPPER SAYS



of a problem. I was third in my board of I had emple their to relian As this was my third interview, I was not nervous. I entered the room confidently. The very first question the Chairman asked was that being a technocrat why did I want to Join Civil Services, I answered that to his satisfaction. Other questions was selected to non-conventional sources of Energy, Utterakhand, North-East, Science into tooker, Nuclear Estemy, Working or Solar panels etc. One of the members asked me to list five physicists of tridis. As the was an abrupt question I could not recollect their immediately.

Overall atmosphere was very cordial and I came out of the board room pretty satisfied.

-Sameer Chitkara, IAS

Science, even the idea of nationhood had not taken root. With the induction of Science and modern education, all these have undergone radical changes. Many urban centres have developed and there is a constant migration from the villages to the cities. The joint family system has practically ended, except perhaps in some remote villages. The Indian nation was born and Independent India has taken its exalted place among the comity of nations. The experiment in socialist democracy is creating an egalitarian society. People have become politically conscious. Many superstitions and customs are fast disappearing. The caste system is also breaking up. The Government is making systematic efforts to narrow down the gap between the rich and the poor. Jet travel and mass media have narrowed down the distances. Thus, Science and Technology have brought visible changes in our society.

Comments: The candidate reveals good grasp of the subject and covers the various aspects in depth in his answer. He is able to think extensively with fair originality and present his ideas in a logical and coherent manner. He displays awareness and capacity to identify the priorities, choose the relevant and important facts and present them effectively and convincingly. He shows overall intelligence, imagination and marked organising ability.

First Member: Mr. Misra, you mentioned that the advent of Science has brought many changes in our society, but outsiders, particularly the Westerners, see some contradiction in our behaviour, attitude and thinking. Their criticism is that Indians profess one thing and practise something else. They attack our so-called superiority or faith in moral values and spirituality. In their view, we regard them as extremely selfish and totally materialistic. Do you feel this criticism is valid?

Misra: (Smiling) Yes, Sir. I feel there is some justification in this criticism. We talk about high spiritual and moral values but, in day-to-day practice, we abandon them

for very narrow selfish ends. We talk about Gandhian ideals without really believing in . them. We wish to acquire material wealth. like the Westerners, but are not ready to work for it. We stoop to any extent to make money, particularly, the so-called educated and enlightened ones. In India, corruption has become a way of life and we resort to smuggling, adulteration, black-marketing and hoarding without any twinge of conscience whatsoever. In no other country has black money come to play such a major role in the national economy as in India. I definitely think there exists a huge gap between theory and practice, between what is preached and what is practised in our country than anywhere else. We talk about Shakti as the supreme goddess, but treat our women most shabbily. We talk about the integrity and unity of the country, but encourage caste and communal feelings to obtain narrow political gains. On the other hand, people in our villages, who do not have the advantage of the modern education, seem honest, simple and straight forward. All I can say is that this might be a passing phase and when we become a truly developed country, we will also become better citizens as in other developed countries.

Comments: The candidate reveals common sense, courage and consistency. He proves to be very resourceful. He is not buffled or confused by the question posed by the Member. Instead, he turns the very question to prove the correctness of his earlier answer. The reply also indicates that the candidate is well-read and properly informed. He has kept himself correctly and fully informed of the latest developments in current events.

Second Member: Why is it that only the USA and the erstwhile USSR were termed as super powers? The UK, France and China also possess nuclear capability. They belong to the "Big Five" with veto power in the UN Security Council. On the economic front, Japan and West Germany are far ahead of

the Big Five. But none of them is a super power. Can you, therefore, explain the criterion for super power status?

Misra: Sir, the criterion for super power status is determined by the ability of a country to withstand a surprise nuclear attack and launch, in turn, a counter or retaliatory massive nuclear attack on the nemy, capable of causing damage Anacceptable to him. In other words, the country should, first of all, he able to survive a surprise nuclear attack which might be on a massive scale. Secondly, despite such a surprise nuclear attack and resultant damage, it must still enjoy the capacity to mount a massive nuclear counter-attack in retaliation. The counter-attack or nuclear retaliation should be capable of inflicting such grave damage or destruction as should not be acceptable to the enemy. This involves defence capabilities against surprise nuclear attacks and subsequent offensive capabilities on a massive scale. One should be able to reach at any point in the enemy's territory, overcoming ous defences. Such a situation results in nuclear deterrence. These nuclear offensive and defensive capabilities are enjoyed at present only by the USA and Russia. The other big powers do not have retaliatory capacity. Hence, they are not Aregarded as super powers

Comments: The candidate displays sound knowledge of current international affairs. He is able to correlate the connecting factors in a meaningful and logical manner and present his case convincingly. This question attempts to test the candidate's knowledge in depth. The unswer

### WINNING CHECKLIST

A Keep cool, be confident, remain attentive, get to the core of the question, give your own viewpoint and avoid bluff at all costs.

The impression you create is given as much by how you look and behave as by what you say and this very definitely includes what you wear.

A Knock on the door and as soon as you are invited for the interview walk in confidently and smiling.

\* Look at the interviewer as you speak to him or her.

shows that the candidate has grusped the question in its proper perspective and possesses adequate knowledge to analyse it from various angles,

Third Member: Mr. Misra, can you explain in a lyman's language the Gandhian and the Nehruvian models of economic development? What are their respective advantages and limitations? Which do you think is more suited to Indian conditions?

Misra: Gandhiji wanted a simple, selfsupporting village economy. He said that India lives in the villages. He felt the same arrangement could continue. This approach was symbolised by the Charkha, or the spinning wheel, and his exhortation to buy Khadi and Sundeshi goods. In his view, large scale industrialisation resulted in the exploitation of labour by the capitalists. Hence, he did not favour machines and mass production. The Gandhian model is not suited to the modern scientific and technological era. Today, even the villager is not satisfied with a simple, hard life. He wants modern comforts. Jet travel and mass communications have exposed the villagers to modern urban living. Finally, such a selfsupporting model cannot cope with population explosion and defence needs. The Nehruvian model emphasises industrialisation and urban civilisation. To avoid exploitation of the labour, Nehruopted for Socialism, that is, State ownership of key industries. The Nehruvian model's limitation is that the State-run industries or public sector undertakings have to be managed under the provisions of a democratic constitution. There is little [ accountability. Besides, there is too much j political and bureaucratic interference. Hence, most public sector ventures have not been efficient and profitable. Nevertheless, the Nehruvian model has made India the eighth biggest industrial power in the world. It has contributed to the Green Revolution. By ensuring accountability, the public sector undertakings can be made to work more ethiciently Besides, many of the controls, quotas, licensing, etc., which inhibit the private sector, have been removed. With competition, the public sector has to perform, or perish.

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- All candidates will be required to appear for the Common Admission Test (CAT) to be conducted by iiM's on December 12, 1999. For details please refer to the CAT Advertisement that has appeared in all leading newspapers from 19th to 22nd August, 1999.
- Besides CAT you are required to Register at FSM through a separate application form. Prospectus and application form of FSM will be available from FORE School of Management in

person on payment of Rs. 900/- in cash or can be despatched through speed post on payment of Rs. 950/- by Pay Order/Demand Draft drawn in favour of FORE School of Management, payable at New Delhi.

- Candidates shortlisted on the basis of academic performance and CAT scores will be called for group discussion and interview for final selection at New Delhi, Bangalore and Calcutta during middle of March 2000. However the institute reserves the right to cancel any interview centre.
- Foreign Nationals/NRIs with a minimum GMAT Score of 600 are eligible for admission without interview. NRI aponsored with GMAT score of 580 are eligible to apply but are required to appear for Group discussion/interview.

Please address all correspondence to : Chairman, Admissions, FORE SCHOOL OF MANAGEMENT B - 18, Qutab institutional Area, NEW DELHI - 16. Tel.: (011) 6863396, 6866305, Fax: (011) 6964229

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Comments: The candidate has a good understanding of the economic and social problems confronting the nation. He is able to compare and contrast the different models in a clear and crisp manner He uses simple language and there is no technical jargon. We also notice that he is able to make a choice. His conclusions are based on logical and rational thinking and reasoning. We find he can tackle complicated issues with competence and imagination.

Fourth Member: Do you feel that there is any significant difference in the Panchayati Raj advocated by Mahatma Gandhi and the Panchayat rule now proposed by our parliamentarians.

Misra: (Smiles) I suppose Gandhiji wanted Panchayats to function in our villages as they have been functioning traditionally for ages in this land, and he was pleading for a simple, self-contained village economy. As we could see, the Industrial Revolution and the impact of modern Science and Technology as well as the rapid advances made in transport and communications, have brought about tremendous change in the life-styles, thinking and aspirations of people in the villages. The villagers are no longer satisfied with simple village-level economy. They desire modern conveniences like their urban brethren and these cannot be met from within the village resources. There are also far reaching social changes with modern education and representative democracy. Our successive Five-Year Plans allocated large funds to improve the economic and social status of the village have-nots. But these funds were swallowed by the middlemen and did not percolate down to the poor in our villages. The present approach contemplates direct allocation of the funds to the villages and their proper utilisation through village Panchayats, the election and operation of which will become mandatory. The Panchayats will enjoy adequate legislative, financial and executive powers. There could be direct link-up of the villages with Delhi. In other words, the village, when self-contained and activated, could become a unit of direct interaction with the Centre.

Comments: The candidate is bold and honest. He has the courage to put forth his original convictions and ideas without fear or favour. His approach is rational and logical. He tackles a sensitive issue objectively and not emotionally. He is realistic and result-oriented.

Sixth Member: In the post-Cold War situation where the USA has emerged as the unipolar supreme power in the context of the demise of the Soviet Union, do you feel that China may attack India again?

Misra: (Smiles) Sir, in my view nothing can be predicted about Chinese intentions and actions. There is no freely-elected democratic regime there and the authoritarian leadership, not answerable to the electorate, could act in whatever way they choose. The shelter we have given to His Holinese the Dalai Lama is a majoriritant for them. The Soviet support we enjoyed earlier under the 20-year Friendship Treaty was a deterrent to Chinese military

adventures against India. Now this deterrence is no longer there. China, being a permanent member of the UN, will veto any UN sanctions against itself. The Americans, after the Vietnam War, are allergic to committing their own troops against the Asians. Hence, China may be emboldened to attack India. Therefore, we must be militarily prepared to face and thwart any future Chinese attack on us. Fortunately under the able leadership and foresight of PM Vajpayee, India went ahead with its long-delayed nuclear test which, together with our missile programme, should act as a big deterrent against any Chinese misadventure. However, that does not mean that we should become complacent. Already there are reports of Chinese troops movement near Line of Actual Control in Arunachal Pradesh. Despite recent Chinese peace overtures, we have to be vigilant. The Chinese cannot be

Comments: The candidate displays excellent awareness of international developments and events. His approach is analytical, objective and penetrating. He tackles problems with comparative ease because of his rational and logical approach. His grasp of the essentials is also very good. His deciding of the priorities and his judgement indicate imagination and resourcefulness. This candidate is good in planning, organising and execution.

Chairman: Well, that is all Mr. Misra. The interview is over.

Misra: Thank you, Sir. Good day to you all, Sirs. (He mukes a smart exit).

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# Non-Aligned Movement Is The Best Safeguard Of The Third World Against America And Its Allies

# Composition and Modus Operandi

The group consists of eight candidates, seated in a closed circle, each candidate facing all the others in the group. No one has been designated as the Leader or Chairman for the exercise. In other words, it has been deliberately made a leaderless exercise. The candidates are clearly told that the GD is not a formal debate but only a friendly chit-chat or exchange of ideas on the given topic. Each candidate is welcome to express his views or feelings, comment or criticise, freely and frankly whenever he chooses or feels like. There are no hard and fast rules as to how the participants should conduct the discussion among themselves. It is **VII left to them, the examiner, being seated** behind a smoked glass screen and provided with ear-phones, is able to observe and listen to the group deliberations without the candidates being aware of it. The candidates are allotted chest or roll numbers to facilitate easy recognition and identification. As soon as the examiner, who briefed the candidates about the conduct of the exercise, withdraws, the candidates break the silence and indulge in asides, whispers and cross talks. The room, which was absolutely still till then, is suddenly filled with the noise of their chatter. Before this state of affairs could continue for long, No. 5 is seen raising his voice above the din and addressing the entire group in a pleasant and confident voice.

No. 5: (With a friendly and cheerful smile) Friends, with your permission, may I say a few words to the entire group (Now all others cease talking and, once again, there is silence. All are attracted by his friendly and pleasant approach and pay attention to him.) I feel we should start our Group Discussion straightaway. Otherwise, we will lose time and all of us may not get the opportunity to express our views on the subject.

No. 8: Easy, easy, No. 5. There is no need to hurry and rush things. First of all, let me gather some ideas on the subject. If you ask me, I am trying to find out from my neighbours on either side as to what they have in their minds. You see, this is a complicated subject. It is not so easy as you think. It is connected with international issues, diplomatic matters, foreign affairs, and so on The examiner has really, or rather deliberately, chosen a very difficult subject. But not to worry You know why? My friend, I mean my

### GROUP DISCUSSION

Like a ship adrift, the Group Discussion may either get stuck or stray away from the course set for it or reduce itself to a pandemonium if a leader does not emerge to hammer order out of the chaos. Members might be lost in asides or could be seen talking at the same time or even swearing at each other, but the emerging leader, with all politeness, persuasiveness and firmness at his command should know how to intervene to assuage the frayed tempers and squeeze out the best even from the worst of a given situation. For he knows that not all are alike; the arguments raised, the marshalling of facts and approach to an issue very well reflect the predilections of each member. But given guidance, many of the participants could turn out to be positive thinkers. What they require are words of cheer and outlets for their ideas and they, who were diffident or fumbling a little while earlier, could come out with their best to make the Group Discussion a rewarding experience.

reighbour No. 7, has studied in Jawaharlal Nehru University. He has dealt with this subject. You can say he is an authority on the topic. That is why I want to get some ideas from him first

No. 5: Thank you, No. 8: I entirely agree with you that we should not rush our discussion and do things in great haste or hurry. That is why I appealed to you all that we must begin our exercise straightaway and avoid spending time in talking to our neighbours and friends. You see, friends, if we do not start now, but waste time in asides, we will be forced to rush the discussion later.

No. 8: I say, No. 5, you are panicking for nothing. The examiner did not tell us to rush things. He said this is not a formal debate but only a friendly chitchat. This means we can take things easy. By the way, the turns and takes a look towards the entrance). I hope the examiner is not eavesdropping.

No. 2: (At this stage, No. 2 intervenes on his own initiative) Please Mr. 8, 1 feel you have not exactly followed, or perhaps understood differently the briefing given by the examiner on the conduct of this exercise. All he meant was that we could discuss the subject given to us in a friendly way. But we have to complete the task within the time limit he has laid down. We have been given only 25 to 30 minutes. And there are eight of us in the group who have to express their ideas on the subject. This means we do need time. I am afraid we might already have spent at least five minutes, if not more. Let us, therefore, commence the discussion immediately.

No. 8: No, no, no! My dear No. 2, you are completely off the track. The examiner did not mean anything the way you said just now. Want to take a bet on it? Well, I am betting my watch on it. For your information, it is a digital alarm plus calculator. The latest model, which costs more than two thousand rupees. If you accept the bet, I will go and call the examiner.

No. 2: (Smiling) Well my friend. You are doing the betting and not me. I have nothing to bet. If you wish to part with your watch, you are most welcome to do so. (A! this stage No. 5 intervenes.)

No. 5: Please No. 8, don't take matters personally. As you said yourself, we are here to exchange our views only in a friendly and cordial manner. Now let us see your requirements. You are interested in the ideas that No. 7 has on the subject. You want to hear them. Well, so are we. All of us are equally keen to know his views on the subject. Hence, if No. 7 and you agree we can start the exercise with No. 7. What do you say, No. 7?

No. 7: I have nothing to say, ! will do whatever you all want me to do.

Some of the other candidates: Yes, yes. Please go ahead and speak, No 7.

Comments: In this group No. 5 has first come forward to shoulder the responsibility, displaying initiative and enterprise. He is goal-oriented and displays keepings to accomplish the given objective within the allotted timeframe. We find him to be very tactful, cooperative and resourceful. When

No. 8 raises presistent and unreasonable objections, he is able to bring the opponents around, using the opponents' own arguments in a skillful and pleasant manner. Later, when a verbal duel develops between Nos. 8 and 2, he steps in once more in a diplomatic, unobtrusive way and puts across an acceptable solution for successfully solving the problem. Ultimately, his suggestion is readily and eagerly accepted by all members of the group. We also notice that No. 5 is not selfish but has given precedence to the interests of the group over his own. He does not stake any claim to be the first speaker on the subject given for discussion. On the other hand, he offers the opportunity to someone else in the group. In brief, he proves to be a good organiser and an able coordinator. He is quite successful in motivating others, including those who are initially opposed to him. We find that No. 2 also comes forward on his own initiative to shoulder responsibility and gives good support to No. 5. Although No. 8 offers stiff opposition and poses strong challenges, No. 2 behaves with patience and perseverance. He retains his composure and balance and tackles No. 8 in a friendly and accommodating manner. He did not get excited or lose selfcontrol when No. 8 challenged him to bet. No. 8 has proved himself to be rigid, egoistic, selfish, quarrelsome and obstinate. He has also not grasped correctly the briefing given by the examiner. We also find that he is unsure of himself and lacking in ideas. He appears to be bragging to cover up his complete ignorance. He reveals himself to be leaning heavily on others for ideas Above all, it can also be gauged that he is lacking in courage. In spite of his bravado and boasting, he is afraid that he might be overheard by the examiner. Thus, this candidate (No. 8) lacks courage, sincerity and frankness. As for No. 7, he accepts responsibility when called upon to do so. However, at this stage he has not shown enterprise and initiative to assert himself. The other candidates have, by and large, remained mere spectators.

No. 7: Gentlemen, I feel it would be better if I begin with a small introduction. As you all know, on attaining Independence, India became the largest democracy in the world. It gained freedom after being a colony of the British Empire for 200 years. India had to struggle and sacrifice a great deal to win freedom. Having attained Independence, its main objective was to remain tree and also fight against colonialism in any form, anywhere in the world. Unfortunately, after World War II, the major powers, which fought as Allies against the Axis powers consisting of Hitler's Germany, Mussolini's Italy and Japan, split into two rival groups. The Western bloc was headed by the United States which had become a super power. The democracies of Western Europe, which were afraid of the growing might of the Soviet Union, formed the NATO military alliance under the aegis of the USA. The Soviet Union which, in turn, was well on the way of becoming a super power,



retaliated by forming the Warsaw Alliance under its leadership as a counter-measure to NATO. An armaments race began between the two blocs with emphasis on piling up more and more nuclear weapons and foolproof delivery systems, which could destroy this planet many times over. After World War II, China, one of the Allies and Big Five, became a Communist nation. Then the Korean War started. Subsequently, the fight for independence in Vietnam was spearheaded by the Communists, who had won a big victory against France in Dien Bien Phu. America and its allies felt that Russia was extending its influence in order to bring about Communism all over the world. To stop the spread of Soviet power and communism, America created more military pacts like CENTO and SEAIO. The rivalry between Moscow and Washington resulted in Cold War and each super power tried to rope in the newly-liberated countries into the military alliances sponsored by it. Thus, the stage was set for the world to be divided into two sharp, mutuallyopposed blocs. India, under the leadership of Nehru, felt that this would result in the independent nations becoming colonies once again. Besides, a Third World War between the two power blocs with nuclear weapons would lead to the destruction of the world itself and turn out to be the end of human civilisation. Hence, in conjunction with Marshal Tito of Yugoslavia and President Nasser of Egypt, Nehru founded the Non-Aligned Movement in mid-fifties with about 25 members. Now its strength has grown to 109. Peaceful coexistence is the basic theme of nonalignment. Now the Cold War has ended. Besides, the Soviet Union has disintegrated into many independent Republics and America has emerged as the sole super power. It can dictate terms to other countries, particularly those of the Third World who are weak, poor and economically backward. Our topic says that though the Cold War scenario has ended, the NAM is still vital for the Third World countries to unitedly meet the challenges of American domination. Now, that you all got this background, you may please express your views on the subject.

Comments: No. 7 speaks fluently and has command over the language. However, his ideas are general and not specific to the point. He seems reluctant to commit himself. He does not want to take risks and prefers to play safe. It is also seen that he has not really grasped the subject. He has spoken at

great length about the history of the Non Aligned Movement, which is outside the purview of the topic of discussion. He als referred to India's democratic norms. Thus he appeared to be not clear as to what required. The only favourable factor on his part was that he accepted the responsibility when it was assigned to him. In other word, he is a willing and cooperative worker, at this wavering candidate lacks organising about and dynamism, he could at best be good worker. Not Selected.

No. 5: No. 8, would you like to spea now? If we go clockwise in our circle it is your turn now after No. 7. We coul complete the first round with No. 6. Whe do you say?

No. 8: No, I don't want to speak nov In fact, I would like to speak last. Yo can go anticlockwise. That would su me better.

No. 2: Excuse me. I have one requesto make, please.

No. 5: Of course, please go ahead.

No. 2: You see, we all must get a fa chance. All must be given equi opportunity to express their views on the subject. I, therefore, suggest that during the first round, each one of us shoul speak only for two minutes, and no more Otherwise, the time will be up and those who are going to speak last, may have to rush, or may not even get the opportunity at all.

No. 5: You are quite right, No. 2. Thank you very much. It is my fault. I should have mentioned about it earlier. Okay, friends, let us limit our initial comments to two minutes. Now come on No. 6, it is your turn. Please go ahead.

Comments: No. 8 does not utilise the opportunity offered to him. He confirms his lack of ideas and selfish attitude. Having seen that No. 7 had taken too much time. No. 2 takes the initiative and points out the necessity to fix a time limit. His performance indicates alertness and involvement. No. 5 proves cooperative and flexible. He takes the blame upon himself and accepts readily the useful suggestion made by No. 2. Above all, his ability to coordinate and lead is fully established. All look up to him for leadership and guidance. He tactfully offers the next opportunity to speak to No. 8, who has been proving troublesome. He is also prepared for the contingencies and, when No. 8, declines, No. 6 is asked to speak instead. Thus, No. 5 reveals foresight and problemsolving ability.

No. 6: Gentlemen, by and large, I am in agreement with No. 7. He has explained everything. I agree that peaceful coexistence is the most popular and important principle in non-alignment. It is also one of the principles of *Panchsheel* enunciated by India. In fact, all the principles of *Panchsheel* have been accepted by NAM. The other important principles, which I could remember, are respecting the sovereignty and territorial integrity of each country, eradication of colonialism,

imperialism, racism, apartheid, etc., non-interference in the internal affairs of another country and avoidance of violence or force to decide disputed issues. These are all very relevant and essential principles.

Comments: This candidate appears to be confused. He is not very clear about the of discussion. However, he seems to emember vaguely that it relates to the relevance of non-alignment. But he speaks about the relevance of Panchsheel principles. Second, he is lacking in originality. He is overawed by the picture painted by No. 7 and decides to follow the path opened up by him. Thus, No. 6 is unsure of himself and does not prove to be dynamic. We have also seen that he had not played any active part earlier in the group deliberations. He has been a reserved and silent participant, or just an onlooker. He cannot accept responsibility and function as a successful leader. Rejected.

No. 5: Friends, non-alignment was relevant yesterday because the two super lowers were in confrontation which, in he context of the nuclear holocaust, would lave spelt destruction of the human race ind civilisation. The two power blocs were me ged in a disastrous arms race and signing military pacts. The division of he world into two watertight and opposing ompartments or camps could have resulted n the dreaded Third World War at any ime. Hence, those who were wise and aw the danger, decided to launch the Non-Aligned Movement With the nondigned nations forming a third group, he world was no longer divided two plocs. There was the third group to play useful mediatory role. The non-aligned tations succeeded in bringing about letente. Here non-alignment, more than mything else, meant not joining any of he military pacts, either of the West or if the East. This much about yesterday. oday, the situation, as explained by No. 7, s t tally different. There is no longer in super power confrontation and threat of fuclear holocaust. All are dependent America, which has the military might o keep every country in its place. It nilitarily intervened, with UN approval, vhen Iraq committed aggression against (uwait. Even without proper UN sanctions. VATO, ruthlessly bombarded Kosovo to orce Serbian President to submit-all under JS dictates. Prior to this President Clinton not only imposed economic sanctions gainst India and Pakistan for Pokharan II ind Chagai nuclear tests; but also dictated vestern world to follow suit. Further, it 5 pressurising both India and Pakistan o sign CTBT although it has itself failed o sign it, following rejection of the move y US Senate. In short, USA today is a inipolar power controlling the world nilitarily and financially (through World lank and IMF). Therefore, it is logical o assume that Non-Alignment is no longer Elevant. But tomorrow the situation may hange. The united Germany, China or

### WINNING THE FIRST IMPRESSION

Traup Discussion provides a forum to the Selection Board to sift the grain from the chaff. An organisation can ill-afford to lose sight of the right kind of human material it requires to run an organisation and its daily affairs smoothly and effectively. So it depends upon effective leadership that can help it forge ahead in a highly competitive world. And here in the course of a Group Discussion, the Board can judge who is who and who is what from the kind of assessment they can easily make on the basis of the performance of each individual.

even Russia could emerge as super powers in the near future and there could be rivalry with America. There are also economic super powers like Japan. Therefore, it is wiser to preserve the NAM and make it stronger to safeguard the interests of the Third World countries.

Comments: A very powerful and inspiring speaker, No. 5 displays originality, dynamism and independent approach to the subject. He has the courage to speak out his mind freely and frankly, revealing intellectua! integrity. His ideas indicate a high level of maturity and wisdom. He has a wealth of ideas and argues his case in depth. His approach is realistic, practical and constructive. He meets the challenges boldly and squarely, and makes up his mind firmly and instantly. He analyses the issues in a detached and objective manner, and arrives at valid conclusions. He has made a forceful as well as favourable impact on the group. He has revealed outstanding ability to motivate and guide the group as a successful and able leader. Selected and specially recommended for top position in

No. 4: Well, gentlemen, after listening to No. 5, I wonder whether I can add anything to our discussion. What I mean is that nothing further can be said on the subject. No. 5 has explained everything very clearly. I entirely agree with what he has said. I second him and support him wholeheartedly. I think that would do on my part.

Comments: No. 4 seems to be a duil, insipid candidate whose ideas are limited. His interest is nominal, and he is lacking in drive and enterprise. His presence has not at all been felt by the group as he had not made any contribution worth talking about towards group activity. Rejected.

No. 3: Comrades, I want to be blunt and tell you pointblank that the so-called non-alignment is all woolly talk and sheer escapism. It is a recourse adopted and an excuse offered by weak nations who do not wish to take the plunge and face the challenges. As you heard, the non-aligned countries are supposed to pledge to end colonialism, imperialism, exploitation, racism, apartheid and what not. But what do they really do to translate these objectives into action? We all know that the Socialist countries are the true champions of the poor, backward and exploited people. The old imperialism and colonialism have been cleverly substituted today by neo-colonialism, economic exploitation and hegemonism. By remaining non-aligned, we had only helped these imperialist countries to enslave the world once again. It is idle talk to assert that detente was ushered in on account of the non-aligned. Because Russia became a super power and demonstrated its ability to launch inter-continental ballistic missiles (ICBMs) with nuclear warheads, detente came into being. If we had then supported the Socialist countries, today we would not have been begging from the rich industrialised nations. Thus, non-alignment has been, and is, wrong, and will always be so. It has never been relevant. The sooner we wake up from our dreams and delusions, the better it is for us and others like us.

Comments: Although No. 3 reveals a fair measure of ideas and speaks very forcefully and fluently, his approach is rigid and one-sided. He does not wish to consider the issues impuritally and objectively. He makes up his mind in advance and refuses even to consider the arguments of the other side. His inflexible and uncooperative temperament will lead to clashes and conflicts in the organisation, and he cannot accomplish results successfully. Rejected.

No. 2: Priends, it is true that the cold war saga, which gave impetus to the birth of NAM, has ended. However, Russia still enjoys nuclear capability to survive a surprise nuclear attack and retaliate by mounting nuclear counter-attacks from its own soil. The situation in Russia is fluid and the old Communist hardliners are making sustained efforts to recapture power. If they succeed, the Cold War might start all over again. Besides, Germany, China, France and Japan could also emerge as super powers. The UN is dominated by the Big Five, led by America. Thus, NAM is the only forum available for the hapless Third World countries to register their protest strongly for safeguarding their interests. Apart from the military aspect, NAM can also help in meeting the challenges of economic hegemonism by industrialised and wealthy countries. Therefore, the preserving and strengthening of NAM is all the more important now.

Comments: This candidate displays new initiative and dynamism. He is determined

and persuasive. He is intelligent and reveals the ability to think extensively and argue in depth. He approaches the problem in a rational and logical manner. He has mature views and analyses the problem from various angles, weighing its pros and cons dispussionately He is able to think ahead and plan realistically. His organisational ability 18 sound. He can find workable solutions and cope up successfully with unexpected situations and challenges. Thus, he is able to overcome the spell cast by No. 5 on the group and establish himself also as an able leader. He has great urge, dynamism and interest. He extends ready cooperation and proves enterprising Selected and accorded high rank rating.

No. 1: After listening to the two stalwarts in our group, No. 5 and No. 2, I don't think there is anything more to be said on this topic. However, I am quite clear about one thing. I vehemently disagree with the views expressed by our comrade No. 2. I don't give a damn about all that talk about Socialist countries. The question is whether we should retain our freedom and liberty, or we should become slaves again. Even Socialist countries may not see eye to eye with each other and can become rivals and enemies. In my view, if we had joined the CENTO and SEATO, and perhaps even the NATO, we would have fared a lot better. My appeal to you is that you should not be led astray by false propaganda. That is all.

Comments: This candidate has also, like No. 3 whom he opposes, proved to be rigid and headstrong. This candidate also will create friction and divide the organisation. Rejected.

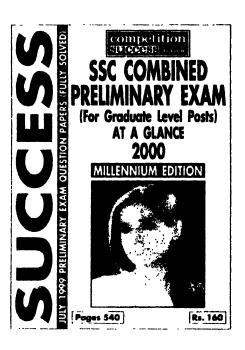
No. 8: I am quite surprised, gentlemen, that we should debate so much and air such funny views on which great people, our national and international leaders, have but one view. All political parties in India support non-alignment. The leaders from over 100 countries believe in, and participate in, the NAM meets. The superprivers and the UN show special interest. in NAM activities. Do we mean to say that we are wiser to differ from them? At least I am not any more intelligent than these great people. If any of you think, you are wiser, I am ready to challenge that As I said, I am ready to bet it there are any takers.

Comments: As observed earlier also, we find again that it is not rigid, quarrectome and prococaite. He lacks the ability to cooperate and adjust to the needs of the group He has a short temper and over-critical approach. He cannot accept criticism in the right spirit. He has no sincerity and honesty in his approach. Rejected

Concluding Comments: This 'live' group discussion clearly brings out that to be successful in the GD Test, the candidates must not only possess ideas and power of expression, but also positive personality traits. Thus, we find Nos. 5 and 2 proving successful and getting selected.

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### Latest In General Knowledge



ASEAN: Association of South East Asian Nations.

According to a report published on November 9, 1999 the Association of South East Asian Nations has made a draft document for possible adoption as a code of conduct regarding the security and economic aspects of the disputes concerning Spratlys chain of isles in the South China Sea. The claimants to the Spratlys are four members of ASEAN-Vietnam, the Philippines, Malaysia, and Brunei—besides China and Taiwan.



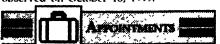
Indira Gandhi's Death Anniversary: The th death anniversary of Prime Minister Indira Gandhi was observed on October 31, 1999

World Thrift Day: World Thrift Day was observed on October 30, 1999.

Infantry Day: Infantry Day was observed on October 27, 1999 in memory of the soldiers who laid down their lives to defend the country.

UN Day: UN Day was celebrated on October 24, 1999 to mark the establishment of the world body—the United Nations Organisation.

World Food Day: World Food Day was observed on October 16, 1999.



Chief Minister, Uttar Pradesh: Mr. Ram Prakash Gupta was sworn in as the Chief Minister of Uttar Pradesh on November 12, 1999 replacing Mr. Kalyan Singh.

Press Adviser: Senior journalist, Mr. H.K. Dua was appointed as the Press Adviser to the Prime Minister, Mr. Atal Behari Vajpayee on November 1, 1999. Mr. Dua, former editor of the Hindustan Times and Indian Express was also Press Adviser to former Prime Minister Deve Gowda.

Attorney General of India: Mr. Soli J. Sorabjee was re-appointed as the Attorney General of India on November 1, 1999 for a period of three years.

Chairman, Central Administrative Tribunal: Mr. Justice Ashok Agarwal, a retired Chief Justice of the Madras High Court, took over as the Chairman of the Central Administrative Tribunal (CAT) on October 27, 1999.

Solicitor General of India: Mr. Harish Salve, Senior Advocate in the Supreme Court of India and Delhi High Court was appointed Solicitor General of India for a period of three years on November 1, 1999

Chairperson, NHRC: Mr. Justice Jagdish Sharan Verma, former Chief Justice of India assumed office as Chairperson of the National Human Rights Commission (NHRC) on November 4, 1999 succeeding Mr. Justice M.N. Venkatachaliah.

President, Indonesia: Mr. Abdurrahman Wahid, a moderate Muslim leader was elected President of Indonesia on October 20, 1999.

Vice-President, Indonesia: Ms. Megawati Sukarnoputri, leader of the Indonesian Democratic Party for Struggle (PDI-P), was elected as Vice-President of Indonesia on October 21, 1999.

Director-General UNESCO: Mr. Koichiro Matsuura, a japanese diplomat was elected the Director-General of the United Nations Educational, Scientific and Cultural Organisation (UNESCO) on October 21, 1999.

Speaker, Lok Sabha: Mr. G.M.C. Balayogi was re-elected Speaker of the 13th Lok Sabha on October 22, 1999.

Deputy Speaker: Mr. P.M. Sayeed was re-elected Deputy Speaker of 13th Lok Sabha on October 27, 1999.

Chief Minister, Maharashtra: Mr. Vilasrao Deshmukh of the Congress was sworn in as the Chief Minister of Maharashtra on October 18, 1999.

President, IPU Council: Ms. Najma Heptullah, Deputy Chairperson of the Rajya Sabha and the distinguished Human Development Ambassador of the UNDP was elected the President of the Inter-Parliamentary Council of the 138-nation Inter-Parliamentary Union (IPU) in Berlin on October 16, 1999. She is the first woman to be elected to this

Foreign Minister, Pakistan: Mr. Abdus Sattar, the former Foreign Secretary and High Commissioner to India was appointed the

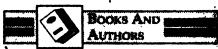
Foreign Minister of Pakistan on October 25,

Vice-President, International Publishers Association, Geneva: Mr. Asoke K. Ghosh, Chairman and Managing Director of Prentice-Hall of India, was elected the Vice-President of International Publishers Association, Geneva. Foreign Secretary, India: Mr. Lalit Mansingh, High Commissioner to Britain, was appointed India's next Foreign Secretary on October 26, 1999. He will take over his new position on December 1, 1999. succeeding the present incumbent Mr. K. Raghunath.

Chief Minister, Karnataka: Mr. S.M. Krishna was sworn in as the Chief Minister of Karnataka on October 11, 1999.

President, Argentina: Argentina si opposition leader Mr. Fernando De La Rua was elected the President of Argentina on October 24, 1999. He will assume office from Mr. Carlos Menem on December 10, 1999.

President, International Tribunal of the UN Convention of Law of the Sea: Former Union Law Secretary, Dr. P.C. Rao, a sitting Judge of the International Tribunal of the UN Convention of Law of the Sea was elected the President of the Iribunal on October 4, 1999. The Tribunal deals with the maritime and sea disputes



The Last Post: Written by Narendar Panris his debut novel. The novel depicts the comedy, sordidness, absurdity and small cruelties of the South Indian small town I and which are typical of the local culture as part.



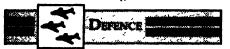
India's top film actress Madhuri Dixit (L) presenting the new fashion book "101 Ways to Look your Best" written by the country's leading fashion designer Ritu Beri (R) during its fashion launch in New Delhi on October 30, 1999. Madhuri Dixit married US-based Indian surgeon Shreeram Nene in a strictly private ceremony held in Los Angeles, United States in October 1999

of the vibrant Indianness which secretly holds together a large and multi-layered country.

Children And Human Rights: The book, written by S.K. Pachuri deals with the children's plight and crime against them and the struggle for social justice and economic development



National Commission on Labour: The second National Commission on Labour was constituted under the Chairmanship of former Labour Minister Mr. Ravindra Varma on October 16, 1999. The 10-member Commission will suggest rationalisation of existing laws relating to labour in the organised sector and the umbrella legislation for ensuring a minimum level of protection to workers in the unorganised sector.



INS Sindhuvir: INS Sindhuvir, the submarine rejoined the 11th submarine squadron of the Eastern Naval Command at Vishakhapatnam on October 31, 1999 after its extensive modernisation for over two years. The submarine, which is now equipped with state-of-the-art weaponry and missile systems has enhanced strike capabilities adding to the strength of the submarine arm which guards the vast maritime border of the Eastern Sea Board. Commissioned in Riga of the then USSR in 1988, INS Sindhuvir, after completion of four operational cycles and 10 years was offloaded to Zvezdochka Shipyard, Severdovinsk in Russia for a mid-life modernisation and upgradation of weapons and sensors. She was the first Indian submarine to be transported on Super Servant 3 in 1997 for refit and modernisation which commenced in July the same year. After two years of repairs costing an estimated Rs. 140 crore for the package of refit and new equipment the submarine with a new set of weapons and sensors, has become one of the Indian Navy's formidable platforms.



Forex Reserves: India's Foreign Currency Assets rose by \$237 million to \$30,578 million during the week ending October 29, 1999. The increase in the FCA resulted in the total foreign exchange reserves going up to \$33,306 million.

RBI Cuts CRR Rate: The Reserve Bank of India (RBI) in its monetary and credit policy for the second half of 1999-2000, announced on October 29, 1999, reduced the Cash Reserve Ratio (CRR) maintained by the scheduled commercial banks by one per cent from the present level of 10 per cent in two instalments, effective the fortnights beginning November 6 and November 20, 1999, increasing the lendable resources of banks by Rs. 7,000 crore. The RBI has also projected a slightly lower GDP growth of 6 to 6.5 per cent, assuming that the recovery in industrial production, witnessed in the first half, would gather momentum during the rest of the year and there was no setback on the agricultural front.

Reliance Net Soars: According to the Press reports published on October 21, 1999, Reliance Industries Ltd (RIL) has registered an increase of 22 per cent in its net profit which stood at Rs. 1,122 crore for the six months ended September 30, 1999. Total sales for this period soared by 18 per cent to Rs. 8,673 crore compared to Rs. 7,374 crore for the corresponding period in 1998.

International Roaming Services: According to the reports published on October 18, 1999, RPG Cellular has launched its international roaming services, branded as Power Roam. The services enable RPG cellular users to use their cellphones in other countries they travel to are now being offered to seven countries including Australia, Belgium, France, Singapore, Switzerland, UAE and the UK and also in Hong Kong.

Software Exports up in First-Half: Electronics and Computer Software Export Promotion Council (ESC) said on October 26, 1999 that software exports registered a 37 per cent growth during the first half of the current fiscal year (April-September). Exports during this period was Rs. 10,370 crore and according to the council estimates the second-half exports would be

in excess of Rs. 13,000 crore. Mr. Vivek Singhal, ESC Chairman said that the 1999-2000 target of Rs. 23,615 crore would be exceeded. He also estimated that the country's overall growth in software exports would be around 33 per cent over the year's previous figures of Rs. 17,775 crore and would touch \$50 billion mark by 2008, as envisaged by the Prime Minister's Task Force on Information Technology (IT).





#### **National**

Aditya Vikram Birla Kalashikhar Puraskar: Sarangi player, Pandit Ram Narayan was chosen on November 7, 1999 for Aditya Vikram Birla Kalashikhar Puraskar in recognition of his achievemda, in Hindustani classical music. The award instituted by the Sangit Kala Kendra, carries Rs. 1.5 lakh in cash, a scroll of honour and

Dada Saheb Phalke Award: Noted film-maker B.R. Chopra whose hit films including Kanoon and Ittefaq and tele-serial Mahabharat became the milestones in Indian Cinema and TV, was chosen for Dada Saheb Phalke Award 1998 on October 21, 1999 in recognition of his outstanding contribution to film-making. The award which is the highest official recognition for film personalities, comprises a Swarna Kamal, a shawl and a cash prize which has been raised this time from Rs. 1 lakh to Rs. 2 lakh.

Dayawati Modi Award: Noted Ghazal singer Jagjit Singh was selected for Dayawati Modi Award on November 1, 1999. The award is given by Dayawati Modi Foundation for Art, Culture and Education.

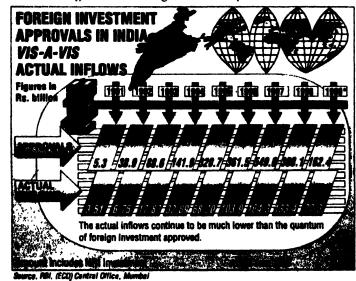
Dhanvantri Award: Dr. S.S. Badrinath, renowned ophthalmic surgeon and founder of Shankar Netralaya, Chennai was conferred the Dhanvantri Award by Maharashtra Governor Dr. P.C. Alexander on October 31, 1999. The award carries a citation, a gold medal and a bronze statue of Dhanvantri, the god of healing.

Iqbal Samman: Well-known authors Ibrahim Yusuf and Joginder Pal were chosen for Iqbal Samman for creative writing in Urdu literature—for the year 1998-99 and 1999-2000 respectively. Instituted by the Madhya Pradesh Government, the Samman carries a cash prize of Rs. 1 lakh and a scroll of honour.

Kalidas Samman: Renowned flutist Pandit Hariprasad Chaurasia, noted threatre personality Pandit Satyadav Dube, dance exponent K.P. Kitappa and visual arts exponent Francis Newton Suza were on October 28, 1999 selected for Kalidas Samman for 1999-2000. The Samman instituted by the Madhya Pradesh Government carries a cash prize of Rs. 1 lakh and a plaque: The Samman is given to eminent personalities in the fields of classical music, classical dance, visual arts and theatre for their outstanding achievements.

Kishore Kumar Award: Noted Hindi filmmaker and lyricist Gulzar was selected for Kishore Kumar Award for 1999-2000 on October 22, 1999 in recognition of his dedicated work in the field of script and song-writing. The award instituted by the Culture Department of the Madhya Pradesh Government, carries a citation and a cash prize of Rs. 1 lakh.

Lata Mangeshkar Samman: Renowned playback singer S.P. Balasubramanyam, was on November 1, 1999 selected for the Lata Mangeshkar Samman given by the Madhya



Pradesh Government. The award carries Rs. 1 lakh in cash and a citation.

Shrimati Rattan Sharma Smriti Bal sahitya Puraskar: Noted Children fiction vriter Girirajsharan Ággarwal of Uttar radesh was conferred the Shrimati Rattan sharma Smriti Bal Sahitya Puruskar for his kook Aao Ateet Mein Chalcin on October 25, 999. Instituted by Dr. Rattan Lal Sharma smriti Nyas, the award carries a citation, a nemento and a cash prize of Rs. 15,000.

Tansen Samman: Renowned vocalist andit C.R. Vyas was selected for Tansen iamman for 1999 on November 9, 1999 for its outstanding contribution to Hindustani lassical music. Trained in three different haranas—Kirana, Gwalior and Agra—andit Vyas has evolved his own distinctive the has created several ragas including hiv Abhogi and Dhankoni-Kahyan. Instituted by the Madhya Pradesh Government, the tward carries a citation and a cash prize of the state of the st

#### International

Booker Prize: The South African author M. Coetzee was selected for the Booker Prize for 1999 for his novel *Disgrace* on October 24, 1999. He is the only author to vin the prestigious literary prize twice-in 983 for *Life and Times of Michael K*, and in 999 for *Disgrace*. The prize carries a cash prize of £21,000.

Insignes de Commandeur de Lordre des Arts et des Lettres: Noted Hindi and lengali actress, Sharmila l'agore, and actor sumitra Chatterjee, were selected for the nsignes de Commandeur de Lordre des Arts t des Lettres the highest award for artistes, given by the French government in ecognition of their highly commendable ead-roles in several of Saiyajit Ray's films.

International Anti-Slavery Award: An ndian couple, and human rights activists Ir. Vivek Pandit and Mrs. Vidyullata Pandit vere selected for International Anti-Slavery ward for 1999 for their efforts to free and ehabilitate bonded and child labourers in Indaharashtra. The award is given by Anti-lavery International (ASI) in London.

International Press Freedom Awards: Noted Pakistani journalist Mr. Najam Sethi and his wife Mrs. Jugau Mohsin were on October 22, 1999 selected for International Press Freedom Awards, given by the Committee to Protect Journalists (CPJ), New York-based non-governmental grancy.

Kalinga Prize: Prof. Marian Ewurama Addy of Ghana, a professor of Bio-chemistry t the Ghana University and Mr. Emil Bebrielian, the Director General of the Drug nd Medical Technology Administration in

Armenia and Vice-President of the National Academy of Sciences, were Jointly conferred the Kalinga Prize for the Popularisation of Science on November 8, 1999. Established in 1951 by UNESCO at the initiative of Biju Patnaik, founder-Chairman ot the Kalinga Foundation Trust, Kalinga Prize is presented annually to a person or persons in recognition of their outstanding contribution to the interpretation of science and technology. The award carries a silver medal and a cash component of \$1,000.

Nobel Prizes: The Swedish Academy has named the following winners of the Nobel Prizes for 1999, in various fields:

Peace: Medical aid organisation, Medicines Sans Frontiers (doctors without borders) won the Nobel Prize for Peace for its "pioneering humanitarian work in several continents".

Economics: Mr. Robert Mundell, a Canadian-born economist won the Nobel Prize for Economics in recognition of his contribution towards "analysis of monetary and fiscal policy under different exchange rate regimes and his analysis of optimum currency areas".

Physics: Dutch physicists Dr. Gerardus, T Hooft and Dr. Martinus Veltman won the Nobel Prize for Physics "for elucidating the quantum structure of electroweak interactions in Physics". Their work has focussed on particle physics, the study of the minute units making up atoms and their components.

Chemistry: Egypt-born scientist, Dr. Ahmed E. Zewail of the California Institute of Technology won the Nobel Prize for Chemistry for demonstrating that a rapid laser technique can observe the motion of atoms in a molecule during a chemical reaction.

Medicine: German cell and molecular biologist Prof. Guenter Blobei won the Nobel Prize for Medicine for his discovery that "proteins have intrinsic signals that govern their transport and localisation in the cell."

Literature: German novelist, Mr. Guenter Grass won the Nobel Prize for Literature for his novel The Tin Drum. "When Guenter Grass published The Tin Drum in 1959, it was as if German literature had been granted a new beginning after decades of linguistic and moral destruction", Swedish Academy said in its citation.

Sakharov Prize: The East Timorese proindependence leader, Mr. Xanana Gusmao was selected for the European Parliament's Sakharov Prize on October 29, 1999 in recognition of his "spirit of freedom". The prize carries \$14,200.

Volvo Environment Prize: Noted Indian agricultural scientist Dr. M.S. Swaminathan was presented the Volvo Environment Prize for 1999 on October 26, 1999 for his achievements as a plant breeder and administrator which led to dramatic increases in crop yields, his international leadership in agriculture and resource conservation and his deep concern for the poor and disadvantaged. The prize which was set up in 1988 and was first awarded in 1990 in New York, carries a cash prize of 1.5 million kroners.

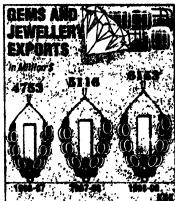
Youth Volunteers Against Poverty Awards: Ms. C. Devika from Salem (Tamili Nadu) and Mr. Khem Raj Sharma from Jammu and Kashmir were presented the Youth Volunteers Against Poverty Awards, 1999 on October 17, 1999. Ms. Devika was presented the award for showing exemplary commitment towards working for the eradication of poverty and human' advancement among poor people in eight, villages of Salem district of Tamil Nadu. Mr. Sharma was conferred the award for poverty eradication in 120 villages in the', Samba block of Jammu district. The awards given by the Nehru Yuva Kendra Sangathan (NYKS) and the United Nations Development Programme (UNDP), carry and cash prize of Rs. 15,000, a citation and an plaque.



Debris of British Era Plane Found: The debris of an army Dakota plane that crashed in 1938 were found near village Ambadi under Sausar Tahsil in Chindwara district of Madhya Pradesh, officials said on October 25, 1999. The plane belonged to the army at that time and was used for carrying mail to Kamptee near Nagpur in Maharashtra, when it crashed. The debris of the plane were noticed after they were found floated ashore in the recent floods.



Ford, Businessman of the Century: According to a report published on November 3, 1999, Henry Ford who transformed the automobile from a rich man's toy into the working man's necessity, was named as the Businessman of the Century by Fortune magazine. Ford was selected from a series of profiles on 20th century business leaders published in Fortune over the past six months. He founded the Ford Motor Co. in 1903 at the age of 40



India, Pakistan Among Most Corrupt Nations: UN Report: According to a United Nations Development Programme (UNDP) report, prepared by the Mahbub-ul Haq, Development Centre, released on November 1, 1999 South Asia, including India and Pakistan, is one of the most corrupt and poorly governed regions of the world where

the ruling elite is often too powerful to be

Malnourished: According to a FAO report State of the Food Security in the World, 1999 published on October 25, 1999, notwithstanding its green revolution and food self-sufficiency, India has 204 million fundernourished people against 180 million ftin all sub-Saharan Africa.

Use of Richter Scale Outdated: Ms Lucy Clones, a leading seismologist of the @California Institute of Technology (Caltech) asaid on October 18, 1999 that the Richter Scale, known for decades as the universal timeasure of earthquakes is now considered outdated and no longer used by scientists among themselves. "Seismologists no longer talk about the richter scale when discussing the magnitudes of earthquakes", said Ms. Jones. She said that it had been overtaken 3by more modern scientific methods of sassessing the power of earthquakes and the senergy released. The Richter Scale was isformulated by American seismologist yCharles Richter in 1935. It is a long logparithmic scale that increases the amplitude aof the seismic waves created by an cearthquake by the powers of 10 in relation sto the scale. Thus, a 6.0 earthquake on the prichter scale is 10 times more powerful than Ca 5.0 temblor.

1 Cricket Bat Enters Guinness Book: LG celectronics said on October 26, 1999 that lithe cricket bat created as a promotional smeasure for this year's World Cup by the company has entered the Guinness Book of aWorld Records as the largest of its kind. The 3bat measuring 15.24 metres in length, 1.82 metres in width and 430 kilos in weight was vunveiled at the National Stadium in New Delhi on April 16, 1999.

World's Largest School in a Single City:

City Montessori School (CMS), Lucknow has been recognised by the Gunness Book of World Records, as the world's largest school in a single city with 23,000 students on its Irolls in April 1999.

Chandrababu Naidu and Privanka Gandhi in Asiaweek List: Ms. Priyanka Gandhi Vadra and Andhra Pradesh Chief Minister Mr. Chandrababu Naidu were named among 20 young political leaders for the new millennium by the Hong Kong based news magazine Asiaweek. The magazine writes in its issue "Priyanka has emerged a luminiscent political star in her own right with her powerful personal charisma-and at the right opportunity-if is not inconceivable that one day she could be the elected leader of over one billion people. The issue has profiled political leaders born after Second World War who will be the people to watch in the coming decade. The magazine's list of 20 political leaders for the millennium include : Chandrababu Naidu (47), India; Shii Kazuo (45) Secretary, Japanese Communist Party, Watanabe Yoshimi (47) Liberal Democratic Party Lawmaker and Noda Seiko (39) LDP Lawmaker, Japan.

Most Corrupt Nations and Bribe Payer Nations: Transparency International, the Berlin-based anti-corruption watch dog, in its fifth annual survey released on October 26, 1999 ranked India and Pakistan among the most corrupt countries of the world for the second time in a row. Although, India was rated as 2.9 out of 10, the same as last year, Pakistan slipped even further compared to its last year's position of 2.7 to touch 2.2. While Denmark with a score of 10 is corruption-free, Camaroon with a score of 1.5, nearest to the Zero represented the highest level of corruption, and was the most corrupt nation. Transparency International has also brought out, for the first time a Bribe Payers Perception Index (BPI) that ranked 19 leading exporting countries in terms of the degree to which their corporations are perceived to be offering bribes abroad. Out of the leading 19 exporters, China (including Hong Kong) is at the bottom as top bribe-payer while Sweden emerged with the cleanest hands. At the bottom of the list just above China are South Korea, Taiwan, Italy, Malaysia, Japan, France, Spain, Singapore, United States, Germany, Belgium, United Kingdom, Holland, Switzerland, Austria, Canada, Australia and Sweden. The survey discovered that Singapore, always landed among the corruption-free nations, is one of the major bribe-giving nations abroad to increase exports.





Japan's electronics giant Kyocera
employee displaying colour video mobile
phone, Visual Phone VP-210 equipped
with a 110,000 pixel CMOS
video camera and 2-inch LCD monitor
on its 165 gram body in Tokyo
on November 5, 1999

Vaccine Withdrawn: According to report published on October 18, 1999, Rotashield, world's only vaccine against infant diarrhoea was withdrawn from the market by its manufacture amid fears that it could increase infants' risk of dangerous bowel obstruction. The government had advised doctors in July to temporarily stop vaccinating babies against rota-virus after 99 deaths were reported due to bowel obstruction, possibly linked to the vaccine.

Artificial Muscle Developed Mr. Keiichu Kaneto, Professor at the Kyust Institute of Technology, Japan has develope an artificial muscle that can turn and twi just like a human muscle. This would chang the world of surgery in the next century, catheter fixed with such muscles can read a predetermined spot like the brain, while is otherwise difficult, finding its withrough a complex network of arteries eveins. They can also be used in areas rangir from actuators in aircraft to toys.

Drug for HIV Patients Showing Positic Results: According to a report publishe on October 24, 1999, a drug derived from tree called Bintagor has shown positic results when tested on eight Huma Immuno-deficiency Virus (HIV)-positic patients in Singapore. The effectiveness are safety of the drug was studied during a two week trial last month by the Communicab Disease Centre in Singapore as well as centres in Malaysia and the US.



NASA Produces Radar Map (Antarctica: According to a report publishe on October 20, 1999, US space agency National Aeronautics Space Administratio has produced the first high resolution radimap of Antarctica, showing networks of its streams, volcanoes and sedimentary roc the map was formed from informatic gathered during 18 days in 1997 by Canadian satellite, Radarsat, launched t NASA.

Orion-2 Placed in Orbit: A U Communications satellite, Orion-2, wiplaced in orbit by an Ariane rocket c October 19, 1999. The satellite, weighir 3795 kg, was put into orbit 22 minutes aftilift-off. It will be positioned above the Atlantic Ocean where among other thing it will be used to transmit data and televisic signals to areas lacking sophisticate communication infrastructure.

Ikonos Photos Available : Ikonos, th satellite which was launched by Space Imaging Inc., a private Colorado-based firr. from Vandenberg Air Force Base i California, on September 24, 1999, is no in a polar orbit, eventually covering ever spot on Earth as the globe revolves beneat it, orbiting the world every 98 minutes. Th photos have a resolution of one metre, s even an amateur photo-analyst ca distinguish between a car and a bus (c between an armoured tank and a truck, military plane and a commercial airliner Space Imaging now has applied for a licenby the US government to take and se satellite photography with a resolution half a metre, which makes it precise enoug to discern images of people. Space Imagir is \$700 million joint venture led by Lockhes Martin Corporation and Raytheon Co. an includes corporate investors from Japa South Korea, Singapore, Thailand an Sweden. Ikonos is built by Lockheed Mart Commercial Space Systems.

### **LATEST WHO'S WHO\***

### INDIA

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Mr. Arvind Dave
Lt-Gen.(Rtd.) S.K. Sinha

Mr. Suraj Bhan

Chief Minister

Mr. N. Chandrababu Naidu
Mr. Mukut Mithi

Mr. Prafulla Kumar Mahanta Mrs. Rabri Devi

\* As on November 12, 1999

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Haryana	Chandigarh	Mr. Mahabir Prasad	Mr. Om Parkash Chautala
Himachal Pradesh	Shimla	Mrs. V.S. Rama Deví	Mr. Prem Kumar Dhumal
lammu and	Srinagar (Summer)		
Kashmir	Jammu (Winter)	Mr. Girish Chandra Saxena	Dr. Farooq Abdullah
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Dadra and Nagar Haveli	Silvassa	Mr. S.P. Aggarwal	-
Daman and Diu	Daman	LtGen. (Retd.) J.F.R. Jacob	
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Mrs. Najma Heptullah: Deputy Chairperson, Rajya Sabha.

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Mr. Brajesh Mishra: Secretary to the Prime Minister.

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### ##Letters

#### INDIA ENTHRONES VAJPAYEE

The Cover Story India Enthrones Vapuage (CSR, November 1999) is indeed a very realistic appraisal of 1999 post-election scenario. However, it is heavily tilted in tayour of BIP-led NDA alliance. It we care to look at the other side of the coin, BJP tailed to add a single seat to its 1998 tally (182) despite the charismatic appeal of Mr. Atal Behari Vajpavee, who has still to depend on the outside support of TDP for the survival of his government. In fact, Indian masses have failed to appreciate the singular services of Vajpayee ji to the nation. And just within a fortnight of assumption of office, BJP tailed to win a single seat. except for one in Bihar by ID(U) out of the seven Lok Sabha seats, elections for which were held on October 28, 1999. Though Congress secured the lowest number of seats (112) since 1952 elections, its fally would have been far low without Mis. Sonia dandhi As for State Assemblies, BJP is now a ruling party only in UP, Gujarat and Himachal Pradesh and a coalition partner in Punjab and Haryana. The Congress has wrested Karnataka and Maharashtra Let's see how Mr. Vappayee delivers goods in his third stint as Prime Minister People are not interested in Botors, every politician nasskeletons in his cupboard—they want strict maintenance of law & order with security to move about freely, corruption-free public dealing offices, affordable prices for necessities of life as spelt out in the article. And this is the touchstone of "good governance."

Merinda (Punjah)

Karamchand

#### **DIVERSIFY COVERAGE**

I am a regular reader of both of your magazines—Competition Success Review and General Knowledge Today. These are, needless to say, the best all-round magazines available in India. Your Editorials imbibe in me enthusiasm and spiritual strength to practise and achieve my goal with wholehearted effort

The coverage of Current Affairs and specially 'The Essays of The Month' is so brilliant that it gives a broad information about various topic's for various competitions especially for IAS. The regular feature, IAS Toppers Talk To You is inspiring and provides useful tips to the Civil Services aspirants. Thank you for publishing this feature. I would however like to suggest some additional unnovations in CSR magazine.

Please give more objective (Q&A's) i.e., more than 20 in BBC Master Mind India Quiz

#### IAS TOPPER WRITES



CSR is very helpful in preparation of General Studies Paper of Civil Services Examination as it provides relevant current information and also publishes good articles on Economics, Polity, Geography and Science. By publishing experiences of various Toppers in Civil Services, it helps a lot for interview preparation. It is a very useful magazine for all the three stages—Prelims, Mains & Interview of Civil Services.

I have been in touch with CSR for the last four years and am a sort of addict to it.

I wish all the very best to the readers of CSR.

Bharalpur Summer Chithera, IAS

(Kajashan)

edited and compiled by India's ace Quiz master, Siddhartha Basu. Publish the Cover Story of any Scientist or patriot or any person, well-known in his field like Prof. Amartya Sen, called People's Economist and Nobel Prize winner for Economics in 1998. Also, please spare a page on films for your budding readers.

1 hope you will give a practical shape to my suggestions
Cuddapah S. Masthanulla Basha (Andhra Pradesh)

### CHINA AT FIFTY: AN APPRAISAL

Your Leader (CSR, November 1999) on China details the marvellous progress Communist China has made during its fifty years of its existence. But surely a so-called democratic India cannot match the economic performance of its northern neighbour except in population proliferation—it has recently joined the Billionaire Club which was the exclusive monopoly of China hitherto—since in democracy every

### MAN OF THE YEAR

Competition Success Reviews proposes to conduct a Popularity Poll on India's MAN OF THE YEAR, based on the opinions of CSR's esteemed readers. Entries in this respect are invited so as to reach the Editor, CSE, Competition Review Pvt. Ltd., 604, Prabhat Kiran, Rajendra Place, New Delhi-110008 by December 25, 1999 at the latest. The contestants/readers may send their entry chosen from either the personalities (only Indians) published in CSR of from the names of their choice. Please mail your choice immediately.

government has to humour the populace with populist measures at the cost of national interest. Nor can it strictly enforce its legiturate plans if these clash with powerful vested interests. In India, the body politic of democracy is infested with the worms of casteism, regionalism, appeasement of minorities, reservation spree, corruption, black money, scandals from top to bottom etc. Then how can we expect to match China's performance which has enforced one-child norm with a stern law. And where are we on population front? Unless there is a strong government with a comfortable majority for a single party or like-minded parties, and a responsive and cooperative Opposition, we cannot dream of matching the Chinese. New Delhi Juspreet Singh

#### **KUDOS FROM NGRTH-EAST**

Thanks a lot for acknowledging me as one of your subscribers for CSR & GKT which are useful not only for competitive examinations but also in every field and in every way. There are no words to compare its usefulness.

Though, for the first time I am subscribing to CSR, I have been collecting every issue of the magazine for the last five years. Thanks a lot for publishing such wonderful magazines. I hope that our CSR will really help me and guide me in all my endeavours. Wokha (Nagaland). N Janponthung Ngullie

Edited and Published by Surendra Kumar Sachdeva for Competition Review Pvt. Ltd., 604, Prabhat Kiran, Rajendra Place, New Delhi-110 008 and printed by lum at Parshva Offset Press, B-9, Sardar Nagar, Delhi. Tele . 571?898, 5718495, 5761086, Fax · 91-11-5754647.

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### Competition Opportunities

Management Aptitude Test (MAT)
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Association

(Exam Date: December 5, 1999)
Common Admission Test (CAT)
For Admission to Indian Institutes
of Management (IIMs)
Ahmedabad, Bangalore, Calcutta,
Indore, Kozhikode, Lucknow
(Exam Date: December 12, 1999)
Recruitment Exam for Clerks,
Typists and Stenographers
BSRB (Central Group), Lucknow
(Exam Date: December 12, 1999)
Undergraduate Aptitude Test
(UGAT)

Conducted by All India Management
Association

Association
(Exam Date: December 19, 1999)
University of Roorkee Entrance
Exam. for Admission to B.E./B.Arch.
(Date of Qual. Exam.: December 29, 1999)
Joint Entrance Examination-2000 for
Admission to Undergraduate
Courses at IITs: Chennai, Delhi,
Guwahati, Kanpur, Kharagpur
and Mumbai,
Institute of Technology, BHU,
Varanasi and ISM, Dhanbad
(Date of Screening Test: January 2, 2000)

Recruitment Exam for Clerks and Typists (Hindi, English, Bilingual) BSRB, Delhi

(Exam Date: January 16, 2000)
Combined Main Graduate Level Exam. 1999
For Assistants Grade, Inspectors of
Central Excise/ Income Tax,
Sub-Inspectors in CBI/CPOs
(Last Date: November 19, 1999)
(Exam Date: January 21-23, 2000)
For Divisonal Accounts/Auditors/UDCs
(Last Date: November 19, 1999)
(Exam Date: January 30, 2000)
Rank Probationary Officers' Exam

Bank Probationary Officers' Exam for Indian Overseas Bank BSRB, Chennai

(Exam Date: January 30, 2000)

Combined Preliminary Graduate
Level Examination 2000

By Staff Selection Commission
(Last Date: December 12, 1999)
(Exam Date: February 27, 2000)

RRB Examination for Jr. Engineers
(Mech.) Gr. II/Jr. Engineers
(Electric) Gr. II and other categories
RRB, Ajmer

(Last Date : December 12, 1999) Bank Probationary Officers' Exam BSRB, Bhopal

(Last Date: December 11, 1999) (Exam Date: March 5, 2000)

### Memory Retention Contest ANNOUNCEMENT

We are glad to announce a unique Memory Retention Contest for the candidates appearing for the following examinations

(1) Management Aptitude Test (MAT) All India Management Association December 5, 1999.

(2) Common Admission Test (CAT), Indian Institutes of Management Association, on December 12, 1999.

(3) Recruitment Exam for Clerks, Typists and Stenographers BSRB (Central Group), Lucknow on December 12, 1999.

(4) Undergraduate Aptitude Test (UGAT) All India Management Association on December 19, 1999.

(5) University of Roorkee Entrance Exam. for Admission to B.E./B.Arch. on December 29, 1999.

(6) Joint Entrance Exam.-2000 for IITs, IT (BHU) & ISM (Dhanbad) on January 1, 2000

The three candidates, who collect the maximum number of questions asked and send the same to us, will be awarded First Second and Third Prizes of Rs. 1000, Rs. 500 and Rs. 250 respectively. Ten Consolation Prizes (Books worth Rs. 100 each) will also be awarded.

Each of the above examinations will comain separately for the purpose of the award.

Decision of the Editorial Board will be final. Entries should be addressed to the Editor, Competition Review Private Limited 604 Prabhat Kiran, Rajendra Place, New Delhi-110 008 Last date for receipt of entries is January 10, 2000.

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### Persons And Places In News



#### PERSONS

Sachin Tendulkar: The internationally-

batting acclaimed genius scored yet another century at Hyderabad against New Zealand on November 8, 1999 taking his tally to 24 centuries in One-Dayers, a world record. He has also including one double Sachin Tendulkar scored 21 Test centuries



century (217 in Ahmedabad) against New Zealand on October 30, 1999.

Ram Prakash Gupta: The veteran BJP pader was sworn-in as the Chief Minister of Uttar Pradesh on November 12, 1999 replacing Mr. Kalyan Singh.

G.M.C. Balayogi: The 57-year-old Telugu



Desam Party MP from Andhia Pradesh took over as the Speaker of the 13th Lok Sabha on October 22, 1999 for a second consecutive term following his unanimous re-election. Prime Minister, Mr. Atal Behari Vajpayee proposed Mr. G.M.C. Balayogi's name which

was seconded by the Leader of the Opposition, Mrs. Soma Gandhi

Gen. Pervez Musharraf: The Delhi-born

56-year-old Pakistan's Army Chief overthrew Mr. Nawaz Sharif's government in a bloodless military coup on October 12, 1999. He declared himself as the Chief Executive of Pakistan and also constituted the National Security Council (NSC) to rule the country as the



supreme decision-making body under his authority.

J.M. Coetzee: The 59-year-old South African novelist bagged the Booker Prize for 1999 for his novel Disgrace on October 25, 1999. Mr. J.M. Coetzee became the first writer ever to win the prestigious award twice. He had earlier bagged the prize for his novel The Life and Times of Michael K. in 1983. In 'Disgrace', an ageing English Professor retires in disgrace, after an impulsive affair with a student, to settle down on a farm with his daughter.

Abdurrahman Wahid: Indonesia's

59-vear-old Islamic scholar with secular credentials was sworn in as. Indonesia's new President on October 20, 1999 defeating Ms. Megawati Sukarnoputri with the support of the former ruling Golkar Party, (which came second to Ms. Megawati's party in parliamentary



Wahid

elections in June, 1999). Mr. Wahid who suffers from a stroke-induced vision impairment, as also frail health has enormous standing—his public appearances can draw vast crowds and he is respected by Muslims and non-Muslims alike.

Vilasrao Deshmukh: The 54-year-old



Maratha leader of the Congress was sworn-in as the Chief Minister of Maharashtra on October 18, 1999. His ministerial career began as Minister of Agriculture in 1982 in Babasaheb Bhosale's government Later, he became Revenue, Co-Operation, Public

Works and Legislative Affairs Minister in Mr. S.B. Chavan's Ministry in 1986.

B.R. Chopra: The noted film-maker and the pioneer of socially relevant mainstream cinema, was selected for Dadasaheh Phalke Award for 1999 for his 'outstanding contribution' to film making on October 21, 1999. His films like Kanoon, Ittefaq, Naya Daur, Dhool Ka Phool, Sadhana, Gumrah and Waqt left an indelible mark on the audience. Mr. B.R. Chopra was the first director to bag the Best Director National Award for his film Hamraaz and his TV serial Mahahharat created history by securing 96 percent TV viewership, the highest in the world.

Padannatha Muhammad Sayeed: The

58-year-old Congress veteran from Lakshadweep was unanimously re-elected Deputy Speaker of the 13th Lok Sabha on October 27, 1999. Like the election of Mr. G.M.C. Balayogi, Mr. P.M. Sayeed's name was proposed by the Prime Minister and



seconded by the Leader of the Opposition, Ms. Sonia Gandhi. Mr. Sayeed became the member of the Lok Sabha for the 10th consecutive term.

Najma Heptullah : The Deputy Chairperson of the Rajva Sabha and the distinguished human development ambassador of the United Nations Development Programme (UNDP), was elected as the President of the Inter-Parliamentary Council of the 138-nation Inter-Parliamentary Union (IPU) in Berlin on October 16, 1999. She is the first woman in the 110-year history of the IPU to be elected to the highest office of the Union. The IPU is the representative body of National Parliaments.

Fernando De La Rua: The Centre-Left alliance Opposition leader and Mayor of Argentina's capital Buenos Aires, won in the Presidential elections in Argentina on October 24, 1999. The 62-year-old Presidentelect will take over the office on December 10, 1999 from President, Mr. Carles Menem.

Megawati Sukarnoputri : Popular Indonesian leader, and daughter of the country's founding father, Sukarno, became

the new Vice-President of Indonesia, defeating Mr. Hamzah Haz in the People's Consultative Assembly (MPR) on October 21, 1999. The newly elected Indonesian President, Abdurrahman Mr. Wahid's National Awakening Party (PKB) itself nominated Ms. Megawati l



Sukamoputri for the Vice-President office thereby she not only salvaged political prestige but also became his ally once again to promote the cause of the democratic reconstruction of Indonesia.



Orissa: The State was in the news when a super cyclonic storm and floods



devastated most parts of Orissa killing over 7,000 people and rendering thousands homeless on October 29, 1999.

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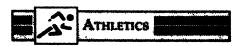
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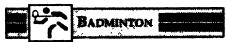
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## SPORTS ROUND-UP



New York Marathon: Joseph Chebet of Kenya won the 30th New York Marathon in two hours, nine minutes and 14 seconds and Adriana Fernandez of Mexico clinched the women's race in two hours, 25 minutes and seven seconds on November 7, 1999.

Rath !Aarathon: Ringzen Angmo of Jammu and Kashmir clinched the Rath Marathon title beating last year's champion Sharda Chandel of Punjab in New Delhi on October 17, 1999. It was her third title—the first two in 1995 and 1996. She is also the winner of women's marathon in SAF Games and National Games. In the men's section, Heikham Imoba of Manipur won the title leaving behind Durga Oraon of Bihar.



Danish Open: Poul-Erik Hoyer-Larsen of Denmark clinched the men's singles title defeating Wong Choon Hann of Malaysia 17-15, 15-4 at the Danish Open Badminton Tournament in Denmark on October 17, 1999. Camilla Martin of Denmark won the women's singles title beating Zhou Mi of China 8-11, 11-4, 11-1.



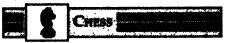
Emirates International Snooker Championship: Malaysia clinched the Emirates International Snooker Championship title defeating Pakistan 3-2 in Dubai on October 17, 1999. India finished third defeating the United Arab Emirates (UAE) 3-2



American ace golfer Tiger Woods holding the trophy after winning the American Express World Golf Championship in Valderrama on November 7, 1999



National Boxing Championships: N.G. Dingko Singh of Services retained the bantamweight title beating Zothan Mawia of Mizoram at the 46th National Boxing Championships in Shimla on October 17, 1999. Ramanand, another boxer from Services, defended his featherweight title defeating V. Bhaskaran of the Railways. In the heavyweight, Gurcharan Singh, also of Services, won the title beating Deepak Yadav of CISF. Ramanand was adjudged the Best Boxer.



World Youth Chess Festival: Aarthie Ramaswamy of India clinched under-18 title defeating Wang Yu of China at the World Youth Chess Festival in Oropesa Del Mor, Spain on November 5, 1999.



India-New Zealand One-Day Internationals:

First One-Day International at Rajkot (November 5, 1999): New

Zealand won by 43 runs. New Zealand—349/9; India—306. Man of the Match—Nathan Astle.

Second One-Day International at Hyderabad (November 8, 1999): India won by 174 runs. India— 376/2; New Zealand—202. Man of the Match—Sachin Tendulkar. Some of the highlights of the second One-dayer are as follows:

(a) India's 376/2 was the second highest score by any team in limited overs cricket. The world record is Sri Lanka's 2'98/5 against Kenya at Kandy in the 1996 World Cup. (b) Sachin Tendulkar and Rahul Dravid set a world partnership record in One-



Anil Kumble joined the select band of Indian Cricketers on October 24, 1999 who have taken 250 or more wickets in Test Matches

Day Internationals by notching up 331 for any wicket. (c) Sachin's 186 not out was the highest by an Indian.

Third One-Day International at Gwalior (November 11, 1999): India won by 14 runs. India—261/5; New Zealand—247/8. Man of the Match—Saurav Ganguly.

India-New Zealand Tests: The third and final Cricket Test between India and New Zealand ended in a draw in Ahmedabad on November 2, 1999. India--583/7 (declared) and 148/5 (declared); New Zealand--308 and 252/2. Man of the Match--Sachin Tendulkar. India won the Series by 1-0. Man of the Series--Anil Kumble.

First Test at Mohali (October 10-14): The match ended in a draw. India—83 and 505/3 (declared). New Zealand—215 and 251/7. Man of the Match—Javagal Srinath.

Second Test at Kanpur (October 22-26): New Zealand—254 and 155; India—330 and 83/2. Result—India won by eight wickets. Man of the Match—Anil Kumble, the third Indian bowler to capture 250 or more wickets after Kapil Dev (434) and Bishen Singh Bedi (266).

Pakistan-Australia First Test: Australia defeated Pakistan by 10 wickets at Brisbane on November 9, 1999. Pakistan— 367 and 281; Australia 575 and 74/no loss. Man of the Match— Michael Slater.

Coca-Cola Trophy: Pakistan clinched the Coca-Cola Trophy defeating Sri Lanka by 88-runs in Sharjah on October 22, 1999.

Australia-Zimbabwe Limited Overs Series: Australia clinched the Limited Overs Series 3-0 defeating Zimbabwe on October 24, 1999.



Japanese Grand Prix: Mika Hakkinen of Finland won the Japanese Grand Prix and retained his formula one World title leaving behind Eddie Irvine in Suzuka, Japan on October 31, 1999.



Tour Championship: Tiger Woods of the US won the Tour Championship defeating David Love in Houston on October 31, 1999.

Lexus International: Jeev Milkha Singh of India clinched the Lexus International title defeating Zaw Moe of Myanmar and Taimur Hussain of Pakistan in Bangkok on October 17, 1999.

Nokia Singapore Open: Kenny Druce of Australia won the Nokia Singapore Open Golf Tournament title defeating Desvonde Botes of South Africa in a sudden-death play-off in Singapore on October 24, 1999. Jyoti Randhawa of India finished a joint-third with Kenny Druce (Australia) and Sammy Daniels (South Africa) with an aggregate 278 points.

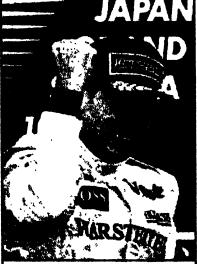
Hero Honda Masters: Jyoti Randhawa of India clinched the Hero Honda Masters Golf title defeating Sammy Daniels of South Africa in New Delhi on October 31, 1999.



Vardon Trophy: Tiger Woods of the US was conferred the honour on the US PGA Tour when he was named the winner of the Vardon Trophy for best scoring average. Woods who capped a sensational season by winning the World Golf Championship in Spain on November 7, 1999 won the Vardon Trophy and registered the lowest adjusted average since the

award format was changed in 1988.

250-Wickets Club: Legspinner Anil Kumble became the third Indian bowler to capture 250 wickets in Test Cricket when he trapped opener Matt Horne lbw in the second innings against New Zealand in Kanpur on October 24, 1999. Kumble achieved this distinction in 55th Test. The other Indian bowlers who took 250 or more wickets are Kapil Dev who has the distinction of 434 wickets in 131 Tests while left-arm spinner Bishen Singh Bedi achieved the distinction with a tally of 266 wickets in 67 Tests.



Mika Hakkinen of Finland Winner of Japanese Grand Prix at Suzuka on October 31, 1999

### SPORTSE

Billiards Player of the Year: Geet Sethi of India bagged the Fred Davis Award, as the Billiards Player of the Year 1998-99 in recognition of his fourth world professional title, which he won defeating Mike Russell at Ahmedabad in October 1998 and for the title victory in the World Matchplay in Bath (UK). The award was given by World Professional Billiards and Snooker Association (WPBSA). The ace cueist is the first Indian to receive the coveted award instituted by the WPBSA. The award carries a trophy.



Phil Smart Mercedes Benz Women's World Squash Open: Cassie Campion of England won the Phil Smart Mercedes Benz Women's World Squash Open title defeating Michelle Martin of Australia 9-6, 9-7, 9-7 in Seattle on October 25, 19-).

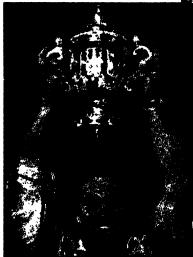


**Paris Open:** Andre Agassi of the US won the Paris Open 7-6 (7-1), 6-2. 4-6, 6-4 defeating Marat Safin of Russia in Paris on November 7, 1999.

Eurocard Open: Thomas Enqvist of Sweden clinched the Eurocard Open title defeating the defending champion Richard Krajicek of the Netherlands 6-1, 6-4, 5-7, 7-5 at Stuttgart on October 31, 1999.

ITF Satellite Tennis Circuit: Prahlad Srinath of India won the ITF Satellite Tennis Circuit singles final defeating Tom Chicoine of the USA 7-5, 6-4 in Pune on October 30, 1999.

Lyon Grand Prix: Nicolas Lapentti of Ecuador clinched the Lyon Grand Prix title defeating Lleyton Hewitt of Australia 6-3, 6-2 in Paris on October 25, 1999.



Australian Centre Forward Tim Horan holding the Rugby World Cup '99 in Cardiff on November 6, 1999. Australia defeated France in the final

Kremlin Cup: Nathalie Tauziat of France clinched the Kremlin Cup defeating Barbara Schett of Austria 2-6, 6-4, 6-1 in Moscow on October 24, 1999.

Eurotel Indoor Tennis Tournament: Amelie Mauresmo of France won her first WTA Tour title beating Kim Clijsters of Belgium 6-3, 6-3 in the Eurotel Indoor Tennis Tournament in Bratislava, Czechoslovakia on October 24, 1999.

CA Trophy: Greg Rusedski of Britain won the CA Trophy beating Nicolas Kiefer of Germany 6-7 (5-7), 2-6, 6-3, 7-5, 6-4 in Vienna on October 17, 1999.

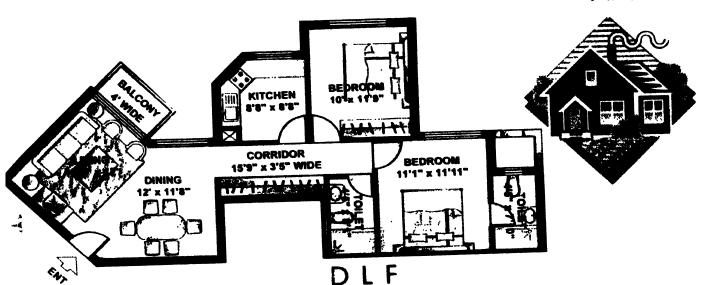
Singapore Open: Marcelo Rios of Chile retained his title defeating Mikael Tillstrom of Sweden 6-2, 7-6 (7-5) at the Singapore Open in Singapore on October 17, 1999. In the doubles final Max Mirnyi and Eric Taino of the US defeated Todd Woodbridge and Mark Woodforde of Australia 6-3, 6-4.

Swiss Challenge: Venus Williams of the US clinched the Swiss Challenge trophy defeating Martina Hingis of Switzerland 6-3, 6-4 at Kloten, Switzerland on October 17, 1999.

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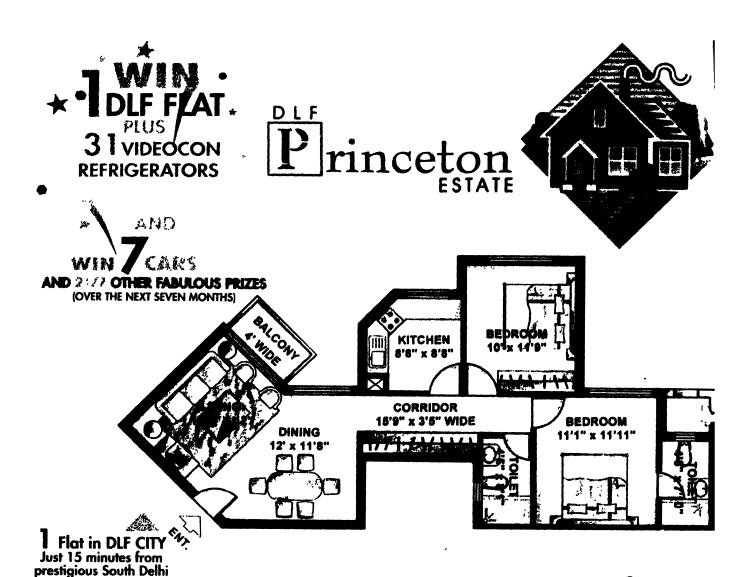


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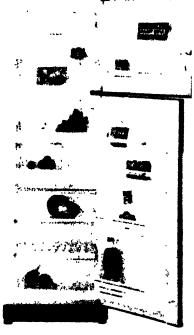
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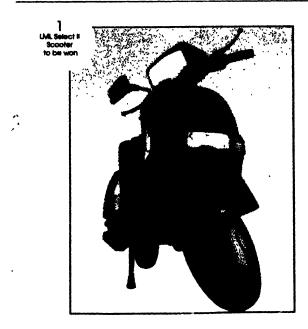
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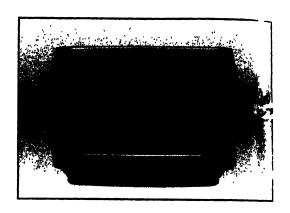




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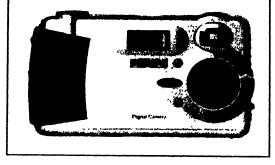


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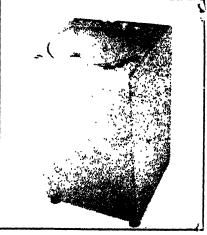
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## Numbai Lady Receives Maruti Car



Ms. Mandeep Kaur introducing the distinguished members of the jury and other dignitaries (From L to R) : Mr. Rahul Dev, Eminent Journalist, Prof. Asis Dutta, Vice-Chancellor, Jawaharlal Nehru University, Hon'ble Mr. Justice V.B. Eradi, Former Judge, Supreme Court of India, Prof. V.R. Mehta, Vice-Chancellor, University of Delhi and Mr. S.K. Sachdeva, Editor, CSR

CSR Mega Subscription Prize Distribution Function was held on November 5, 1999 at Aravali Gardens, New Delhi. Hon'ble Mr. Justice V.B. Eradi, Former Judge, Supreme Court of India, Prof. Asis Dutta, Vice-Chancellor, Jawaharlal Nehru University, Prof. V.R. Mehta, Vice-Chancellor, University of Delhi and Mr. Rahul Dev, Eminent Journalist gave away the prizes in the presence of distinguished guests. CSR is pleased to bring to the notice of its readers that Mr. Justice Eradi and Prof. Dutta, who drew lots for the first and second slots earlier, also presented these prizes to the winners on November 5, 1999.



Ms. Lalitha P. Haran of Mumboi and her daughter receiving the MARUTI 800 CAR from Hon'ble Mr. Justice V.B. Eradi. Mr. S.K. Sachdeva, Editor, CSR is also with them



Mr. Rajiv Kumar Sahu of Delhi receiving Samsung Colour TV with Remote (3rd Prize) from Mr. Rahul Dev, Eminent Journalist



Mr. K.V. Venkateswaran of Chennai receiving Samsung Colour TV with Remote (3rd Prize) from 14 Rahul Dev, Eminent Journalist

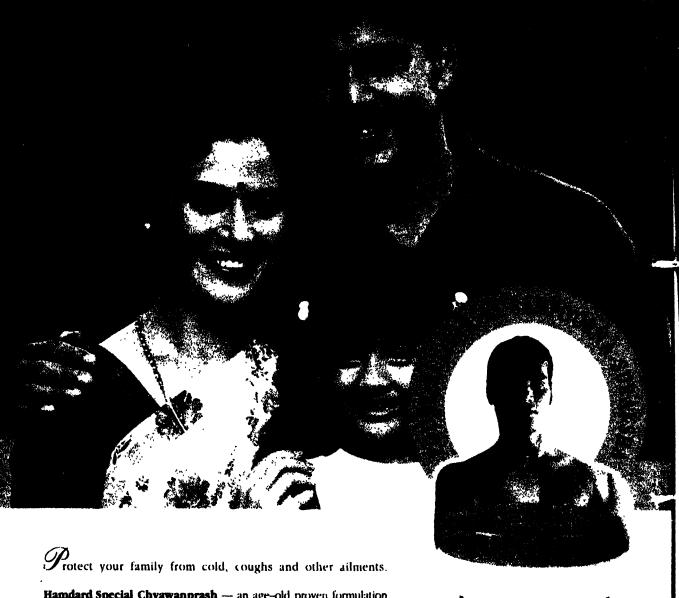


Yamaha YBX Bike (2nd Prize) from Prof Asis Dutta, Vice-Chancellor, Jawaharlal Nehru University



Mr. E.V.N. Rajan of Chennai receiving Yamar YBX Bike (2nd Prize) from Prof. V.R. Mehta, Vice-Chancellor, University of Delhi

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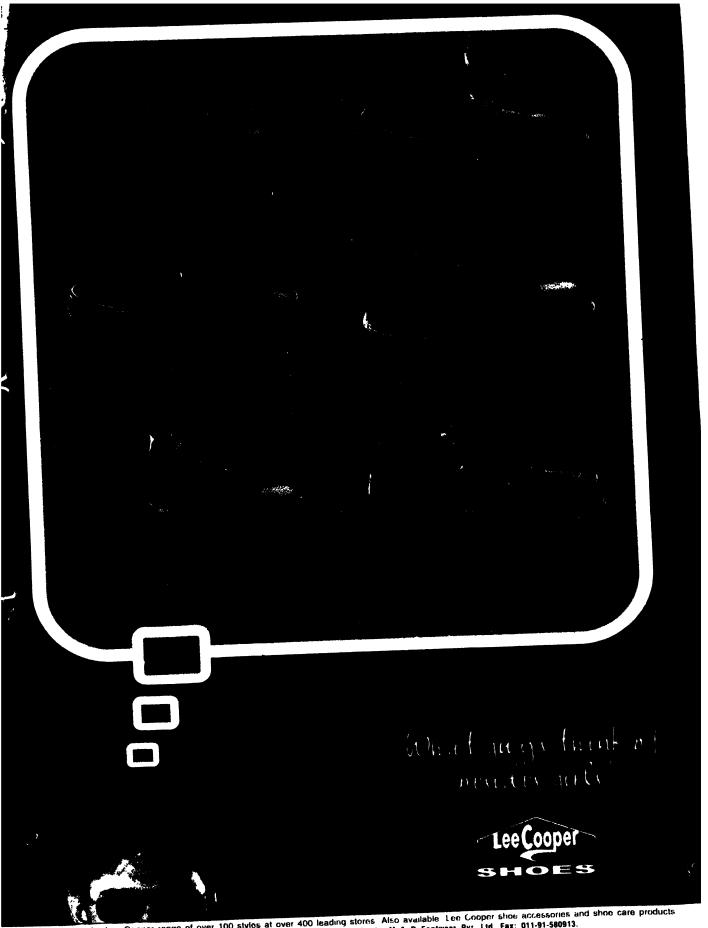
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